

In Two Parts—Part One

# Sales Management

THE MAGAZINE OF MARKETING

★ UNIVERSITY  
OF MICHIGAN ★

APR 9 1952

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LIBRARY

## How to Live In a Sales Executive's Job— And Like It

What do you get out of your job besides a pay check? A sense of moral satisfaction? Fun? Exhilaration of accomplishment? Sense of dignity? You should be getting all of these things. If not, perhaps this article will tell you why.

BY JOHN G. NEUKOM • *Partner, McKinsey & Co.*

Plus 12 other timely features

FIFTY CENTS



APR 1 1952

**BEST COVERAGE  
MONEY CAN BUY**  
THE ST. LOUIS CITY ZONE  
POPULATION 1,422,636

# ST. LOUIS POST-DISPATCH

**You Get the  
MOST  
When You Get the  
'POST'**

**COVER ST. LOUIS WITH ONE  
NEWSPAPER, ONE LOW COST**

The St. Louis Post-Dispatch LEADS ALL OTHER MEDIA in the St. Louis City Zone, and offers a PLUS CIRCULATION of 103,011 Daily, 139,439 Sunday in the merchantable area outside the St. Louis City Zone.

CIRCULATION	DAILY	SUNDAY
City Zone . . . . .	297,207	300,918
Retail Trading Zone and all other . . . . .	103,011	139,439
<b>TOTAL . . . . .</b>	<b>400,218</b>	<b>440,357</b>



# GREATEST GAIN

OF ANY MAGAZINE  
IN ITS FIELD  
IN 1951

## in circulation

McCall's continues to make the biggest gains in its field . . . both in total and newsstand circulation . . . according to ABC. In total circulation (full year 1951 vs. 1950) McCall's gained 244,665 . . . more than twice

that of the other three magazines combined (one even showed a loss!) On newsstands McCall's gained 84,279 . . . over *five* times as much as the only other magazine in the group to show an increase!

TOTAL CIRCULATION		
	GAIN LAST SIX MONTHS 1951 vs. last six months 1950	GAIN YEAR 1951 vs. year 1950
McCall's . . . . .	284,789	244,665
Good Housekeeping .	123,944	97,511
Companion . . . . .	91,505	12,064
Journal . . . . .(loss)	52,116	78,999

NEWSSTAND CIRCULATION		
	GAIN LAST SIX MONTHS 1951 vs. last six months 1950	GAIN YEAR 1951 vs. year 1950
McCall's . . . . .	112,404	84,279
Good Housekeeping .	37,026	16,251
Companion . . . . .(loss)	30,730	83,425
Journal . . . . .(loss)	165,488	171,116

## in advertising lineage

McCall's was the *only* magazine in its field to have had a lineage gain in 1951 . . . according to PIB figures for the full year. McCall's also had the *largest* gain in revenue for the same period.

GAIN IN LINEAGE—1951 vs. 1950	
	Columns
McCall's . . . . .	192 gain
Companion . . . . .	24 loss
Good Housekeeping . . . . .	159 loss
Journal . . . . .	288 loss

# McCall's

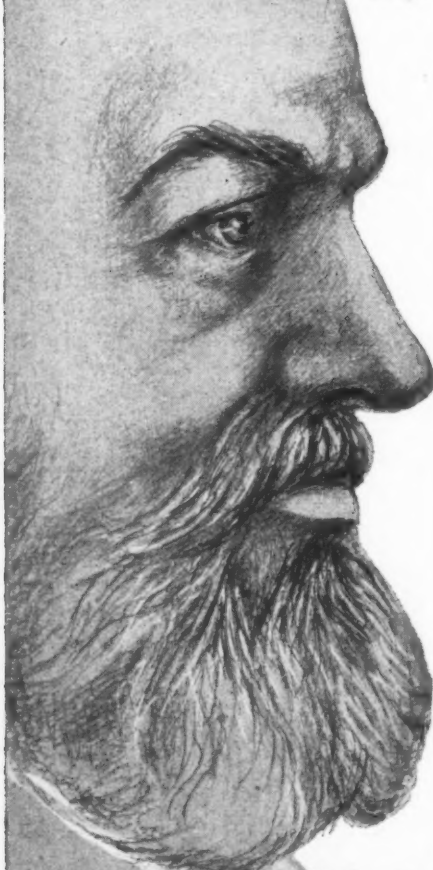
ABC CIRCULATION OVER 4,150,000 AND STILL GOING UP

## how an Idea won a race

By carefully planning every step he took, Alexander G. Bell outsped a dozen competitors in the race to send the human voice winging across a wire. In direct advertising too, intelligent advance planning is the starting point of a successful campaign — for business as usual or in time of crisis.

Many mailadvertisers, large and small, depend on James Gray, Inc. as a source of original, production-wise plans backed by thirty-two years of direct advertising experience.

When you want sound direct mail ideas, effective copy and appealing layout — with or without mechanical reproduction — call Gray.



**James Gray Inc.**

IDEA MEN ★ LITHOGRAPHERS  
LETTERCRAFTSMEN ★ PRINTERS

216 E. 45th St., New York 17, N.Y.  
MUrray Hill 2-9000

# Sales Management

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### "9,956 Advertisers Can't Be Wrong"

That's the number who tell their product story, through 37,281 ads, to 20,000 paid subscribers in the 1952 issue of *Thomas' Register*. For five decades American industry has bought and sold, and grown, with the help of "T. R."

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## ANNOUNCEMENT!

At the request of readers, Industrial Equipment News is moving its important Product Finding Index to the right-hand column of the new front page, and is continuing it on Column One, Page Two.

The change takes place with the April issue.

Re-positioning of the Product Index proves (1) that readers use the IEN index for finding products they need; and (2) Industrial Equipment News makes every effort to give its readers what they want in the way of product information.

If you want full details about this service and how it is used by industry's top specifiers and buyers, send for The IEN Plan.



**Thomas Publishing Company**  
461 Eighth Avenue, New York 1, N. Y.





# ne million

is the number of radio families in the area now covered by Radio Station WMC throughout the Memphis and the Mid-South area.\*

\*Estimate based on 1949 BMB Survey projected through 1951.



# wo billion

dollars represents the buying power of those families covered by Radio Station WMC in the Memphis and Mid-South area.\*

\*SURVEY OF BUYING POWER, 1951-1952.

and you can bet a

# trillion

that your best radio  
buy in Memphis\* is

**WMMC**  
**MEMPHIS**

**NBC — 5000  
WATTS — 790**

National Representatives, The Branham Company

**WMCF** 260 KW Simultaneously Duplicating AM Schedule  
**WMCT** First TV Station in Memphis and the Mid-South

**Owned and Operated by The Commercial Appeal**

\*Source: WMC's many satisfied advertisers



**EXECUTIVE OFFICES, 386 Fourth Avenue,  
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Dunsby, Wm. McClenaghan, John W.  
Hartman.

CHICAGO 1, ILL. (333 N. Michigan Avenue;  
State 2-1266): C. E. Lovejoy, Jr., W. J.  
Carmichael.

SANTA BARBARA, CALIF. (15 East de la  
Guerra, P. O. Box 419, Santa Barbara  
6405): Warwick S. Carpenter.

## SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood  
SUBSCRIPTION MANAGER.....C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

## SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);  
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and Filbert, Philadelphia 7, Pa.

## OFFICERS

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GENERAL MANAGER.....Philip Salisbury  
ASS'T. GENERAL MANAGER.....John W. Hartman  
TREASURER.....Edward Lyman Bill  
VICE PRESIDENTS.....C. E. Lovejoy, Jr.  
Merril V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



April 1, 1952

Volume 68

No. 7

hat is a lot of families. And it is a lot of believing. Belief, you know, is something you can't buy or sell. It is something you have, not in your purse, but in your heart.

These families believe in The American Magazine because it believes in them—in the dignity and importance of the individual human being—in the sanctity of family life. It is this basic belief that has made America great. It is lack of it that opens the door to despotism.

Readers have a special faith in The American Magazine. They thrive on its special kind of Family Service. It is their special mentor on how to live, what to buy, where to go—their most trusted magazine.

So it is a good place to display your brand—this crossroads where more than 2½ million Hometown American families, 2% bigger, 9% younger, with incomes 38% higher than average will see it, and believe in it—The American Magazine.

*The Family Service magazine*



*for Hometown America*



# NEW JERSEY SUPER MARKETS BEST IN U. S. A.

★ Highest per store sales, highest percent of grocery sales done in supers . . . that's the verdict from Super Market Merchandising's new survey

★ ....it's BECAUSE they operate in one of the TOP food sales markets in the U.S.A.

★ ....served by the TOP food advertising medium in the N. Y. Metropolitan area

THE  
NEWARK  
NEWS

always BETTER  
getting BIGGER

Newark 1, New Jersey

or

O'Mara and Ormsbee, Inc.

# The Human Side

## Buses from Britain

If you live in the eastern, midwestern or Pacific sector of these United States, don't imagine that you've been mysteriously transported to Piccadilly. Sometime within the next four months three of London's famed double-decker buses will probably pass by your office windows. These Limey buses comprise a "Caravan of Friendship"—brought to our shores under the auspices of The British Travel Association for a grand tour covering more than 8,000 miles. You're invited to climb aboard for a ride and you'll even be able to take away with you a genuine ticket, clipped in London style.

And don't imagine, either, that this Caravan is merely a picturesque gesture: It's the fruit of a carefully-planned and business-like campaign, the result of imaginative and long-range planning with the end aim of garnering badly needed dollars to bolster Britain's ailing economy.

It's costing a pretty pound for Britain to send over this Caravan. With the buses have come the original Cockney drivers and mechanics to keep the 26-foot behemoths rolling through their 28-state route. The scheduling alone (finding routes which allowed buses, which weren't embellished with underpasses too low to accommodate them) was a tremendous and expensive task. But from the moment the buses arrive on the *Parthia* a barrage of publicity will begin to



BEAUTS FROM BRITAIN . . . These are only three of Britain's exports: Pretty models who'll travel with three London buses on a U. S. tour.

SALES MANAGEMENT



# How Much Has the Metalworking Market Changed in the Last Three Years?

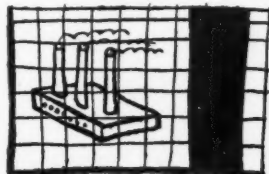
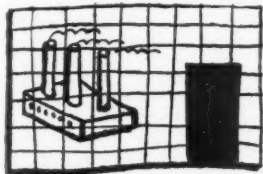
Every market presents a moving target to the advertiser. New plants are built . . . old plants grow and change their operations and products . . . new men are always coming onto the scene to run the plants and make the buying decisions.

But knowing that we face a moving target isn't enough. Unless we have some idea how fast it is moving, we may miss it by a mile.

How fast has America's largest industrial target—the giant metalworking industry—been moving during these recent hectic years? Two studies of Erie, Pennsylvania—one made three years ago and one just completed—shed some light on this problem. In August, 1948, Dun and Bradstreet interviewed the operating heads of every metalworking plant in Erie which employed 50 or more . . . the plants which accounted for over 96% of the city's metalworking production. They gathered a vast amount of data on plant capacity, employment, operations, products, personnel, sales, etc. Here are a few of the changes they found when they went back last fall, just three years later:



There are five new worthwhile sales targets which didn't exist in 1948. Four of these are plants which have grown past the 50 employee mark . . . and there is one new plant which was constructed since the previous study was made.



But that's only part of the story . . . nearly every plant has increased its capacity. The plants which appeared in both the old and new studies report average increases in capacity of 34.2%.

The target in Erie is considerably bigger than it was in 1948. It calls for a bigger selling effort. But whom must we sell? Has there been much of a change in the men who run the metalworking plants? Here is the answer:



26 companies reported no significant changes among the executives responsible for management, production, engineering and purchasing functions.



34 companies reported that new men now occupy one or more of these key positions.



In just three years, 56% of the metalworking buying teams of Erie have undergone changes. Every one of these new teams may present a new selling problem, because the new members may *not know* about *your* company and *your* products.

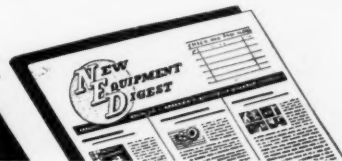
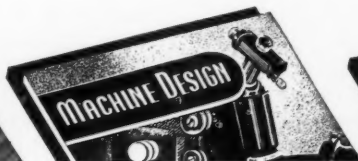
Perhaps the most startling comparison to be found in the Erie study is in the sales figures. Average sales for the companies which answered this question were \$2,147,000 in 1947 . . . but in 1950 the average soared to \$3,167,000 . . . an increase of 47.5%.



What has happened in Erie is just one example of what is happening throughout Metalworking America. The target is moving a great deal faster than most of us realize. Merely maintaining position in this largest of all industrial markets is a big job. To move ahead of competition will require a bigger and better job than ever. Your publication advertising can play an important role in getting your story across where it counts . . . because your better metalworking magazines learned some time ago that the only sure way to hit a moving target is to keep moving with it.

If you would like to know more about the Erie Studies, please write us. We'll be glad to see that the complete report is made available to you.

**THE PENTON PUBLISHING COMPANY**  
PENTON BUILDING • CLEVELAND 13, OHIO



# \$4,000 flood of orders swamps small advertiser; cancels ads

When a relatively small advertiser uses The New York Times to gather in cash crops, he's likely to get a bigger harvest than he can handle.

That's what happened when a producer of home-packed relishes, soups, canned fruits, preserves and stuffings first advertised in The New York Times Magazine.

His 240-line mail order advertisement—space cost a little more than \$636—brought more than \$4,000 in orders.

Orders came from 30 states. Four days after the ad appeared, the advertiser's agent wrote:

"Much to my regret, I had to send in a cancellation for advertising scheduled for late November and early December. Our first insertion swamped us..."

Reaping solid sales volume is a happy habit with New York Times advertisers. That's because The Times is every-day reading for hundreds of thousands of bigger income, better-buying families. Couple their "want to buy" with their proved ability to buy and you see why The New York Times has been first in advertising in the world's biggest, busiest, most profitable market for 33 years.

If you're not already using The New York Times to bring in the orders you want, get all the facts . . . today.

**The New York Times**

NEW YORK, BOSTON, CHICAGO, DETROIT,  
LOS ANGELES, SAN FRANCISCO

bombard editors, teachers, public officials and writers. Through this Caravan Britain fully expects to whet the travel appetites of travel-conscious Americans. After a ride on one of the lorries The British Travel Association believes you will be so carried away by the hospitality of the drivers and attendants and your wife so charmed with the lovely British models, wearing the creations of their country's top designers, that you'll both want to really tour Britain.

Today tourists—and especially American tourists—represent Britain's most important moneymaker. More than all the exported whiskey, woolens or china, American tourists have kept British economy's wheels slowly meshing. A spokesman at the BTA put it this way: Each American tourist to Britain represents as much profit as the sale of one British automobile in America.

This year Britain expects to earn the staggering sum of \$100 million entertaining American tourists. And she expects to entertain over 200,000 of us. She wishes the figure were far higher. No little part in enticing all of these money-spending Yanks will be played by these three rolling Ambassadors, the very warp and woof of England to Anglophiles.

So early April will see this strange, colorful Caravan hurtling across America to Los Angeles, making some 40 stops in the larger cities en route to see and be seen. The powerful Diesel engines, BTA says, are fully equal to their tasks of climbing the Rockies. And the third bus of the trio carries the mechanics and all tools and parts necessary to change a tire or rebuild an engine. Under the direction of Col. C. Reynolds Weaver, director of the State and Local Officials' National Highway Safety Committee, the scheduling took shape. And the complicated result, a course free of underpasses, makes police escorts necessary to shepherd the Caravan through detours.

## Steel's Salesmen-Detectives

Scrap is the source of 30 to 40% of all new steel. And these days, when steel salesmen supposedly have nothing to sell, the industry's salesmen are acting in a new guise: scrap collectors. At the moment almost 350 local task forces have been organized by the makers and distributors of steel to help persuade industry, farmers and local government people to cough up their obsolete machinery, equipment, even buildings. What's more the Scrap Mobilization Committee is urging *you* to get in the act, too. It will help you to organize a scrap appraisal plan and you can get details from your local C of C.

But here's how the steel salesmen are going about the job of rounding up the scrap: Joe Smith announces himself to the receptionist at the Blank Company and hands her a card which states, "This is to certify that Mr. Joseph Smith is an official representative cooperating with the National Production Authority and the Greater Philadelphia (for instance) Scrap Mobilization Committee." It's signed by the regional director of the U. S. Department of Commerce, NPA.

And that's where real salesmanship begins. For the scrap recruiters have found that the toughest job ever handed them is in convincing plant owners that appreciable amounts of scrap can be found even where no steel is tooled. The salesmen have turned up scrap steel in the most unlikely places and Joe's line is, "Give me 15 minutes in the plant and I'll wager I can show you a couple of tons of scrap." Nine times out of 10 Joe finds not just a couple of tons but as happened in one case, 62 tons!

One salesman, who had found steel scrap in some extremely odd places, brags that he even located a cache in a cemetery. On his way home from work one afternoon, after a day of chasing smokestacks, he noticed the caretaker's house at the entrance to a cemetery. His detective urge got the better of him. He turned in the gate, knocked at the caretaker's door, and found five tons of steel!

# COMMENT

## Margarine Wins in Albany

Sweetest victory, to date, in the margarine industry's long and brutal battle to legalize the sale of pre-colored oleo, is the favorable action taken in March by New York State. In the bitter debate which preceded the voting in the Assembly and the Senate, the well-organized dairy-farmers' lobby put all the old hollow arguments into the record. But they underestimated the power of a woman.

Banner-carrier for the margarine bill was Assemblywoman Genesta M. Strong of Plandome, Long Island . . . a grandmother, a homemaker, a lady of strong convictions and one with all the instincts of a star salesman.

With as fine a bit of stagecraft as anyone has seen in a legislative hall in years, Mrs. Strong made her "sale" by demonstration. In *The New York Times* of March 9 she explained her strategy. Said she:

"... I was prepared to take a last stand. When the letters on the roll call got down toward the 'S' line I quietly got out my bright yellow apron and put it on. My clerk set a white bowl before me and gave me a big spoon. Without saying a word, I began to mix the stiff white margarine with the yellow coloring. It took a long time and the members stared at me."

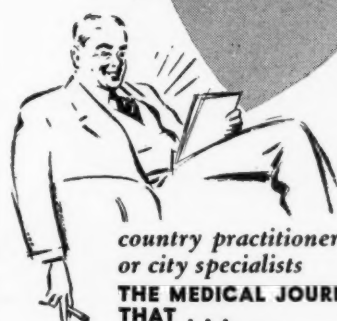
Finally someone asked her what she was doing. "That was my chance"—her story goes on—"to tell them I was doing what housewives, trying to live within their husbands' incomes, had done eighty million times this year. I was beating color into margarine that would have been colored when it was made, except for a selfish group of butter lobbyists who had prevented it for half a century."

Brava, Mrs. S.!

We quote from an editorial which appeared in the February 15, 1948, issue of *SALES MANAGEMENT*: "Today the public interest calls for maximum production of fats and oils. There's a world-wide shortage. Thousands and thousands of American families are living on a diet which is sub-standard in fat and oil content. The idea of the dairy industry's supporting discrimination against margarine through pressure on legislators in the face of these facts is so repugnant and so infuriating to the public that even people who have little direct interest in the issue are coming out in support of the margarine industry on the basis of principle alone . . ."

"The dairy groups that have succeeded so well in hamstringing the manufacture and distribution of a competitive product do not seem to understand that, where the selfish interests of one industry

*first in the Hearts  
of Medical Men*



country practitioners  
or city specialists  
**THE MEDICAL JOURNALS  
THAT . . .**

REPORT the  
LOCAL  
NEWS

VOICE THE  
DOCTOR'S OWN  
VIEWS

Tell your sales story to physi-  
cians in the eagerly-read, every-  
member

## STATE MEDICAL JOURNALS

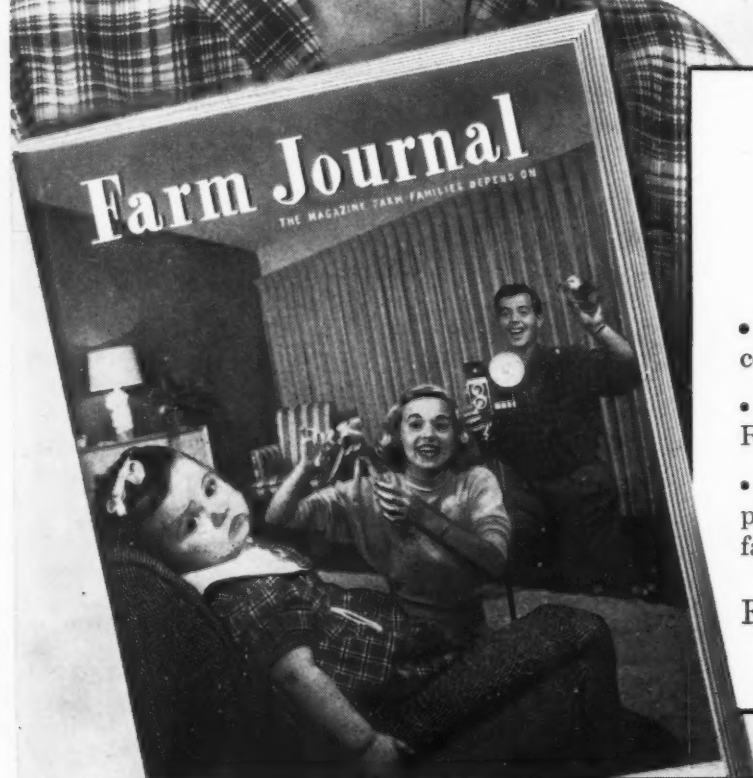
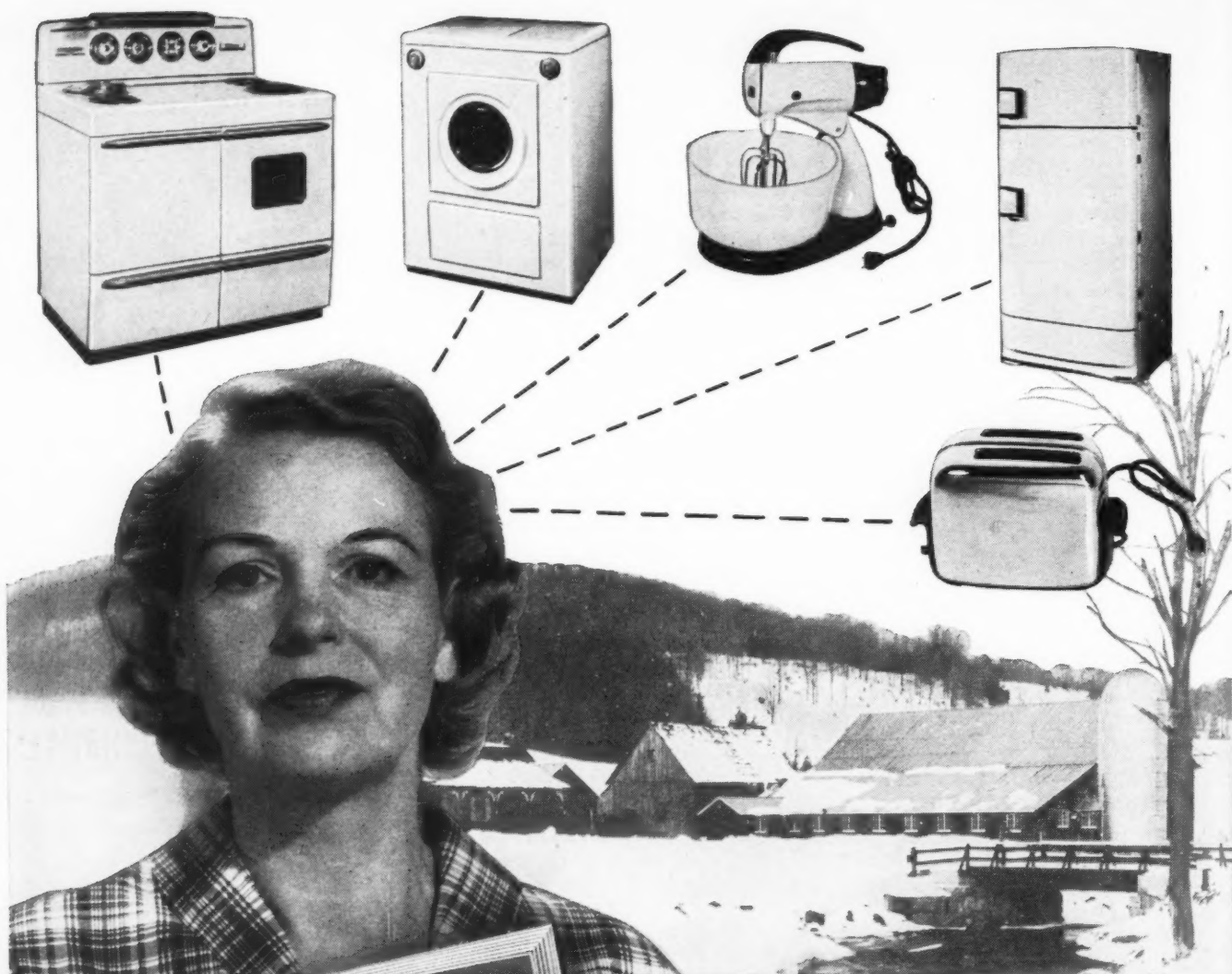
34 State Medical Journals  
covering 39 states. One con-  
tract, one invoice for all. Cut  
the campaign to suit your  
cloth . . . Use our Space Bud-  
gets—  
**READY NOW!**

ALABAMA, Journal of Med. Assn. of  
ARIZONA Medicine  
ARKANSAS, Med. Society, Journal of  
CONNECTICUT State Med. Journal  
DELAWARE Med. Journal  
DISTRICT OF COLUMBIA, Med. Annals of  
FLORIDA, Med. Assn. Journal of  
GEORGIA, Journal of Med. Assn. of  
HAWAII Med. Journal  
INDIANA, State Med. Assn. Journal of  
IOWA, State Med. Journal of  
KANSAS, Med. Soc. Journal of  
KENTUCKY Med. Journal  
MAINE Med. Assn., Journal of  
MARYLAND Med. Journal  
MICHIGAN State Med. Soc. Journal of  
MINNESOTA Medicine  
MISSOURI State Med. Assn., Journal of  
NEBRASKA State Med. Journal  
NEW ENGLAND Journal of Med. (Mass., New Hamp.)  
NEW JERSEY, Journal of Med. Soc. of  
NEW ORLEANS Med. and Surgical Journal  
NORTH CAROLINA Med. Journal  
OHIO State Med. Journal  
OKLAHOMA State Med. Assn., Journal of  
PENNSYLVANIA Med. Journal  
ROCKY MOUNTAIN Med. Jour. (Colo., Utah, Wyo.,  
New Mex., Mont.)  
SOUTH CAROLINA Med. Assn., Journal of  
SOUTH DAKOTA Journal of Med.  
TENNESSEE State Med. Assn., Journal of  
TEXAS STATE Journal of Med.  
VIRGINIA Med. Monthly  
WEST VIRGINIA Med. Journal  
WISCONSIN Med. Journal

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ADVERTISING BUREAU**

of the American Medical Association  
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Chicago 10, Illinois





the most important  
magazine in the  
**COUNTRY**

- First in circulation where half the consumers of America live.
- First in the hearts of the people of Rural America.
- First in the minds of advertisers with products and ideas to sell... for the farm... for the home... for the family.

Farm Journal, Inc., Phila. 5, Pa.  
*Graham Patterson, Publisher*

... basic buy for selling Rural America

are at odds with the public interest, the continued support of selfish attitudes will sooner or later kick back in their own teeth in the form of public ill-will."

## Critics of Advertising

Your advertising manager and your agency account executive undoubtedly have read *Printers' Ink's* special report (March 7) on the growing criticism of advertising, aptly headlined "Thunder on the Right."

There are special implications for the sales executive in today's critical comments on advertising.

In the past, brickbats tossed at advertising usually came from people opposed to the basic principles of competitive enterprise, including the use of advertising. This was especially true in the early '30s and was thunder on the left.

But, now, criticism emanates from conservative groups. They quarrel with the forms of advertising—as employed by some advertisers, notably cigarette companies, who stridently and sometimes slyly call each other, for practical purposes, out-and-out liars. Lest they be misunderstood, today's critics generally preface their comments with a statement of their belief in the fundamental importance of advertising to a productive America.

Why should the sales chief pay more than passing attention to adverse comments on advertising—especially when he has no direct evidence that his own advertising is questioned? Let's examine some of them:

**Group responsibility:** The rotten apple in the barrel may be trite but it's still a sound proverb. No advertiser can be wholly unaffected by the conduct of others who offend the public. The public can't be trusted to separate the sheep from the goats. Logic calls for condemning only the advertisements which exaggerate or are in bad taste, but emotion calls for damning all advertising.

**Company's good name:** The only—and surely the most frequent—contact which many people have with a company may be through its advertising. Copywriters striving for cuteness or maximum attention-getting irritations may forget that American business is on public display in its own advertising showcase. But a sales executive shouldn't forget his over-all obligation to contribute his share toward making and keeping a good name for his company.

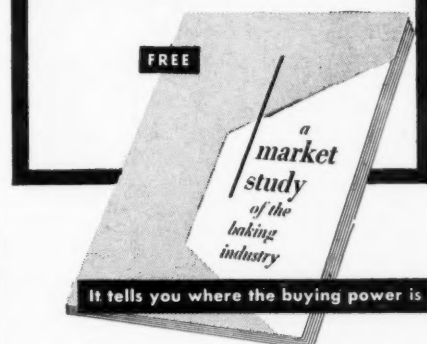
**Personal manners:** Sales chiefs of concerns whose advertising is being criticised today are not, personally, boorish and obnoxious individuals. And we know that they wouldn't knowingly allow their salesmen to caterwaul as they make their rounds in the trade. We suggest that sales executives should be just as much concerned with the tone of their salesmanship in print and/or over the air as they are with the deportment of their salesmen.

**The law:** Whenever the public becomes incensed, there is always someone to shout, "Let's pass a law."

The present shadow may be no bigger than a man's hand—and for the most part we must remember it's a friendly criticism—but its implications should not be ignored.

# now ready...

new market study  
of the  
baking industry



A new market study of the baking industry has been prepared as a guide for sales managers, advertising managers, agency account managers, space buyers, market analysts, and merchandising managers.

The study covers the size of the market and its organization by types of producers and distributors; tells how it has changed in recent years. It charts the various sizes and types of establishments; shows how 90.7% of the business is done by only 35% of the total number; includes a new Government tabulation of retail establishments made by the Bureau of Census especially for *Bakers Weekly*. All of this information is essential to sound sales and advertising planning in this market.



**Bakers Weekly**  
The business magazine  
of the baking industry

**AMERICAN  
TRADE  
PUBLISHING CO.**

45 West 45th St.,  
New York 36, N. Y.  
520 North Michigan Avenue,  
Chicago 11, Illinois  
**Simpson-Reilly, Ltd.,**  
1709 West 8th Street,  
Los Angeles 17, California  
703 Market Street,  
San Francisco 3, California

**Bakers Weekly**

45 West 45th St., New York 36, N. Y.

Please send my **FREE** copy of the handbook  
"Market Study of the baking industry."

Name \_\_\_\_\_

Company \_\_\_\_\_

Position \_\_\_\_\_

Street \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_

a market-specialized catalog can help

# product designers

fit your products to their needs

designers say:

... that even complete product specifications may not tell them that you have what they want;

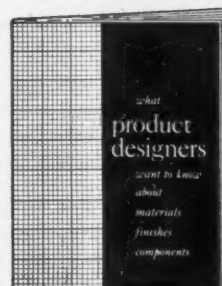
... that they need to have the bare facts interpreted in terms of their requirements;

... that finding suitable materials and components often gives them a tough time.

Sweet's recently concluded an intensive study of the buying practices and information needs of product designers. We gathered some mighty illuminating material about the kinds of product information they hope to find when they consult manufacturers' catalogs.

Again and again designers told why they need to have products described in terms of ranges of application and performance, physical characteristics, dimensional specifications, and cost. More than one said that manufacturers' catalogs that omit such information fail to tell him things he has to know before he can decide whether or not the products might suit his special purposes.

The findings of the field study, available in the booklet, "What Product Designers Want to Know," clearly indicate that a manufacturer of materials, finishes or components can improve his marketing efficiency with a good catalog developed especially for product engineers; one that will make it easier for them to size up the possible application of his product to their needs.



**what  
product  
designers  
want to  
know**

**FREE**—36 8½" x 11" pages of ideas on the selection and preparation of effective product information material for design engineers. Product design and development men themselves wrote this handbook. That's what it is, literally—a handbook of what designers say they need to know about products. In their own words, they describe the kind of information that enables them to identify your products with their needs and induces them to get in touch with you. A copy is available at no cost to any industrial marketer or agency man interested in the product engineering market.



# SIGNIFICANT TRENDS

As seen by the editor of Sales Management for the fortnight ending April 1, 1952

## IS THE BUSINESS CLIMATE "NORMAL"?

With the many alarms and recurrent crises in international relations—plus the caution which always accompanies an election year—it may be hard to think of today's business climate as *normal*.

As a matter of fact, how many of us would agree on a definition of "normal"? What was the most recent period when the business climate was normal? It wasn't normal in the hectic days of the late twenties—nor during the depression period of the early thirties—nor during World War II—nor during the first five years following the war when we were busy supplying the demand that had built up during the period of shortages.

That leaves 1938-39 as reasonably normal—and possibly also 1952.

We can't see eye to eye with those who talk of a bad recession this year, since defense contracts alone should prevent any collapse—nor can we see important shortages and accompanying inflation.

The factors of product availability and demand seem reasonably well balanced, and more nearly normal than since before the last war. Goods and services will be *available* and they can be *sold*, but only with better salesmanship and promotion than we have employed at any time in the past decade.

In that connection we suggest you look over "Future Sales Ratings," the quarterly SM feature. See page 132, this issue.

## "CREEPING" PROSPERITY

For most of us a unit volume as good as in recent years will be a positive achievement. A sideways movement in units sold—not much change up or down—is our idea of normal. The size of the dollar volume will depend on what happens to prices. Most people look for further softening—but with it an improvement in demand.

The 1951 earnings reports coming out don't make for very pleasant reading as compared with the all-time highs of 1951, and Jack Aspley quotes one Chicago banker as saying that it now takes at least 30% more sales to offset the higher taxes corporations are paying, and this is being borne out by many of the earnings figures being released. But in that connection, we would like to pose the question: Is there any law that says a corporation should continue year after year to make as high a profit as it did in 1950? Perhaps there were unusual conditions in the form of pent-up demand and the start of defense spending which would make the profits of that year unrealistic as a gauge for future years.

If business is looking, as it should, to possible profits in years *following* 1952, then perhaps the *worst* thing it could do would be to attempt to beat either the 1950 or 1951 net after taxes figure.

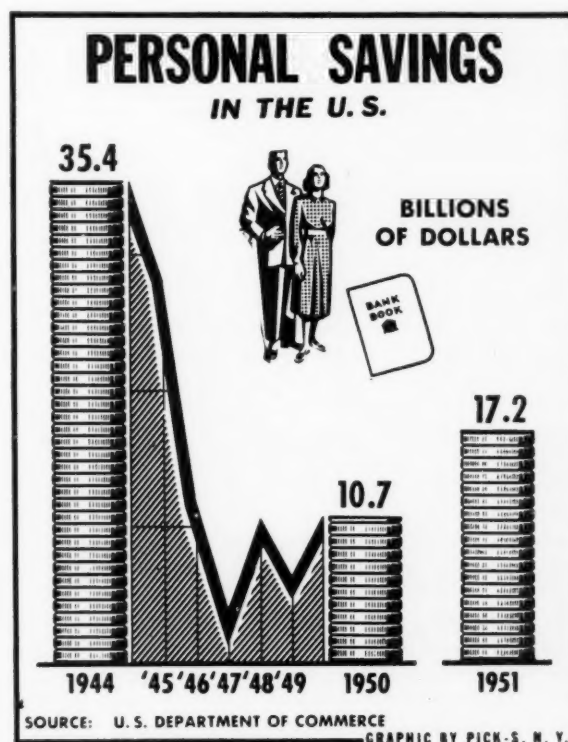
We're in complete agreement with the thinking in a recent letter of Grey Advertising Agency, Inc:

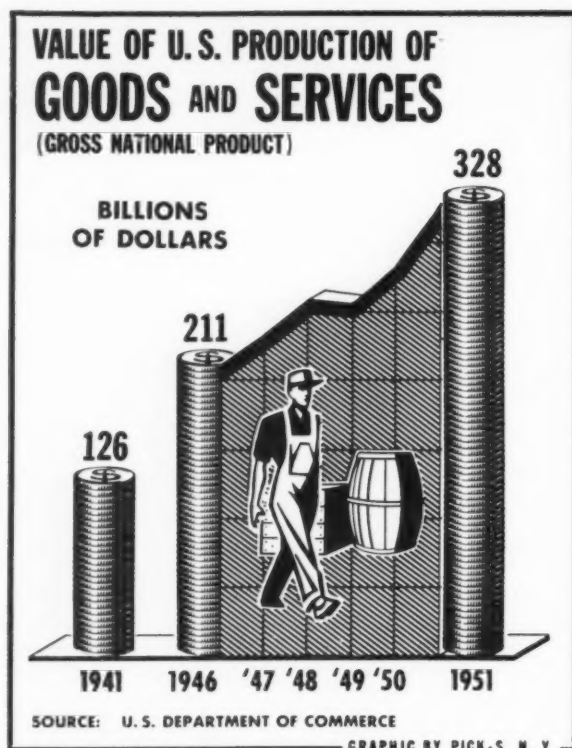
"We think American business is caught up in an uneconomic concentration on beating last year's profit record. We maintain that this policy is ultimately self-defeating. Inevitably, it compels cuts in brain-power and selling-power investments.

"Maybe board and management executives must learn a new art—the art of selling stockholders on *deliberately planned* smaller profits as a technique of utilizing boom-time profits as insurance against ultimate slippages.

"We recognize that the stockholder, on the one hand, has been referred to as the 'forgotten man' of the last decade and the present decade. On the other hand, we note that the New York Stock Exchange is running quite a program for the purpose of convincing the public that selected stocks make sound investments!

"Generally speaking, we feel that the stockholder hasn't done too badly for the last twelve years. Certainly in no other twelve-year period in this nation's history has the investing public ever garnered such handsome returns. Consequently, it may not be extraordinarily diffi-





cult to persuade stockholders that the retained profits of today, smartly invested in brain-power and selling-power, will mean still larger profits for the future."

If your answer is that 1950 profits must be equaled, then remember that you will probably have to make a sales increase even greater than 30%, over 1950, since 1952 taxes will be higher than those of 1951.

## OUTMODDED INDUSTRY STATISTICS

Perhaps the time is coming—and soon—when total retail sales are a better guide than those for a specific type of store operation. As we all know, there is nowhere near the degree of specialization which was true in the past. More and more, storekeepers ask themselves, "Can I sell this item?"—and if the answer is "yes," then they're likely to stock it even though they had never carried any such line in the past.

Sam Barton of Industrial Surveys Co. has a twelve-year-old consumer panel and the members of the panel report to him on what they buy and where they buy it. Figures from his 1951 operation show how easy it would be for a manufacturer in the drug business to kid himself by looking only at sales through drug stores. House-to-house sales in four out of seven major drug and cosmetic categories represented from 10 to 20% of total dollar volume for these items in 1951, according to Barton, and in three of the four cases the dollar volume of house-to-house sales equaled or exceeded the total for variety, syndicate and food stores combined.

The retail drug store, according to Barton, accounts for only 37% of the market for hand lotions, and this is only 2½ times the dollar volume of hand lotions sold house-to-house. These direct-to-consumer sales exceed in dollar volume the sales through either variety or depart-

ment stores . . . Food outlets accounted for 20% of the dollar volume on hand lotions . . . The sales of face creams house-to-house were exactly half of the dollar volume going through retail drug outlets. Mr. Barton's organization is in the process of setting up a comprehensive retail drug store audit in over 1,200 outlets, the new service to be integrated with the panel operation.

## THIS IS "LEAVE US ALONE WEEK"

It is also Laugh Week—and next week will be Large-Size week in independent drug stores. Other "weeks" to be celebrated in April: Noise Abatement, Honey-for-Breakfast, Want Ad, Brand Names, Donut, Invest in America, and National Baby Week.

For those subscribers interested in special days, weeks and months in 1952, the Department of Commerce, Office of Industry and Commerce, offers a 52-page booklet containing 400 leading business promotion events, legal holidays, religious days and other special occasions. Many organizations use this information as an aid in coordinating their advertising and promotional plans with national celebrations.

The booklet is called, "Special Days, Weeks and Months in 1952." The Supt. of Documents, Government Printing Office, Washington 25, D. C., for 15 cents a copy.

## PATENTS AND PRICE FIXING

A recent Supreme Court decision—U. S. vs. New Wrinkle—seems to have aroused a lot of misunderstanding. The facts seem to be that the Justice Department charged New Wrinkle and other firms, with which it had exchanged patents on a cross-licensing basis, with a Sherman Act violation, and the Supreme Court agreed.

Does that mean that patent holders who fix prices are likely to be charged with a Sherman Act violation?

Jerry Shoenfeld, our Washington editor, has been exploring the subject and reports as follows:

"It had been decided about twenty-five years ago, U. S. vs. General Electric, that patent owners could fix resale prices. New Wrinkle adhered to that case, but put a slight restriction on it: if two patent owners make a cross-licensing agreement, they lose their right to fix the retail price. There are various other restrictions on this right—based on opinions in the past five years or so. In general, when patent owners are guilty of certain violations of the anti-trust laws, they lose some of the original privileges conferred by the patent.

"The Schwegman decision ruled against price fixing not covered by patents. So, the lawyers consider the New Wrinkle case irrelevant to Fair Trade. The New Wrinkle decision, as the old G-E case, allows the fixing of a resale price, whether to manufacturers, wholesalers or to retailers. If it were a case of a manufacturer selling a patented article to a jobber who in turn sold to a retailer, the manufacturer could fix the jobber's resale price. The law isn't set on whether he could also set the re-sale, i.e., the retail price. This price, up to Schwegman, could have been set under a Fair Trade agreement."

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT

*T. R. who counseled America to "speak softly and carry a big stick" [sound advice today!]*

*used to say: "I want to see you shoot the way you shout." In that singing sentence*

*you have the difference between a hard-hitting publication and a weak-kneed one. Fortunately*

**practical builder** *is edited by the men who own it.*

*They are not "tenant farmers" who serve faraway masters.*

*They are guided only by their own judgment. They listen*

*only to their own convictions. They don't hesitate to go out*

*on a limb if it's for the good of the industry they serve.*

*That's why they shoot the way they shout. And that's why*

*PB is the book it is... a book worth shouting about!*



*Affiliated with 6 Building Industry Magazines comprising the largest, most distinguished publications in the building industry: Building Supply News, Building Material Merchant, Ceramic Industry, Ceramic Data Book, Brick and Clay Record, Masonry Building.*

*Send for our 64-page book... THERE'S MONEY IN REMODELING... free to any manufacturer who asks for it on his letterhead.*

**INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3**



**... of the light construction industry**



# How to Live In a Sales Executive's Job— And Like It

What do you get out of your job besides a pay check? A sense of moral satisfaction? Fun? Exhilaration of accomplishment? Sense of dignity? You should be getting all of these things. If not, perhaps this article will tell you why.

BY JOHN G. NEUKOM\* • Partner, McKinsey & Co.

Have you ever wondered why some of your friends seem to enjoy their work so thoroughly and others find it a cross to bear? The answer in many cases is that one executive seems to have fun in his work because he has settled on objectives that are genuinely worth while. These objectives give zest to the job of the sales executive because their achievement provides a genuine sense of accomplishment at a high level.

These objectives are important in achieving the psychological "fringe benefits" of his position; they elevate it to a level wherein the executive feels himself an integral part of his community. They are the added rewards that accompany a creative and constructive job executed with other men for other men—that enable an individual to earn, in addition to his salary, a definite sense of moral achievement and satisfaction. They are the criteria of a management job of which he can be proud.

Here are the four objectives which should undergird a well conceived sales executive's job:

1. To promote only those products and services that offer the customer a sound value—and as a corollary, to present at all times a true and honest picture to the customer. This

\*Mr. Neukom is the McKinsey partner on the Pacific Coast. This article was developed out of a recent speech he made before the Sales Executive Club of Los Angeles.

is a standard that permits men to hold their heads high and to tackle the daily task with pride. This sales executive can look his fellow man squarely in the eye. The history of American business is riddled with wild promotional schemes and products of dubious merit. These compose a darker—as well as the shorter—chapter of our business history. Fortunately, the record is clear that the opportunistic promotion of an unsound value never becomes the foundation of a sound business enterprise and a successful business career.

2. To allocate his time and organize his work in such a way that he will have adequate opportunity and the necessary energy for basic thinking, for constructive planning, and for creative work. The successful executive who wants to get the maximum in satisfaction from his work must control demands of routine so that he can devote sufficient time to more important undertakings. Paper work and detail never should be more than a means to an end. No ownership group can afford to pay generous rewards to an executive who spends most of his time reviewing orders and handling daily mail. Top rewards in both money and satisfaction are for men who can arrange their time to spawn profitable ideas and lay out workable plans.

3. To develop men in his organization by helping them grow and

make greater use of their abilities in the attainment of worthwhile objectives. None of us can or will realize our full potential on the basis of our own efforts alone, but only by effectively working through and with others. The greatest satisfaction in his own growth is to help others grow along with him in an atmosphere that fully recognizes the dignity of the individual. Unfortunately, just a general interest in people and a desire to see them grow is not enough. This objective cannot be achieved to an important degree unless there is a comparatively formal effort and plan to develop people by the use of well-developed techniques and an important amount of the supervisor's time.

4. To conduct his enterprise in such a way that it makes a tangible contribution to our American way of life. To an important extent, the threat to our way of life does not lie with strangers and foreigners but with some of our own commercial neighbors whose stewardship in free democratic enterprise is so weak that the people related to the enterprise do not get anything like their fair share of the benefits that can accrue in our economic system. All management, and especially sales management, carries a heavy obligation to see to it that the results of our efforts contribute to, rather than detract from, the attractiveness and desirability of the system of democratic free enterprise that has been so generous to so many.

Our economic system is great because the Pilgrim Fathers discovered the relationship between individuals that permits each to grow most freely to achieve his full potential. The concept was first set forth in the Mayflower compact and repeated in both the Declaration of Independence and the Constitution of the United States. The responsibility of top management is to take full advantage of that opportunity to increase the satisfaction to the individual.

These, then, are the objectives that help the sales executive stand clear of frustration and unhappiness. The essential requirement of success is to first clearly see the desirability of the objectives, and then plan to achieve them.

Now, then, how about accomplishing these objectives?

It is certainly not easy or automatic or they would be more widely held than they are today. Throughout this discussion you will note the emphasis on the good use of time, the need for planning, and the importance of relationships with others.

Essentially then, the achievement of these objectives requires the effective use of a number of important management techniques which are becoming increasingly known and used by the competent executive. Thus, these are the techniques which must be used to complete a management job of which you can be proud.

**1. Define the job to be done:**

A sales executive will be much prouder of his own progress if he first clearly describes his own job so that he understands its full content and the relative importance of its many facets. As an immediate corollary, it is also necessary to define the jobs of his associates and his subordinates. It is important that he understands their areas of responsibility and authority so that he can use them most effectively and appraise their success accurately. It is even more important that they themselves have a clear understanding of what is expected of them. No man can give his best performance on an assignment that is hazy.

**2. Delegate increasingly:** This is a two-edged sword, and the cut from both edges is essential. In the first place, the executive who does a good job of delegation creates the time required by his more important responsibilities. Secondly, and of equal importance, the executive who delegates increasingly helps his subordinates grow by giving them greater responsibilities and wider exposures. One of the prime complaints of subordinates today is that their superiors will not delegate to a sufficient extent, and that when they do, there is a strong tendency toward too many instructions, too much control, and excessive follow-up.

**3. Make decisions on the basis of facts:** The most successful executives have learned the great value of this technique to their own great benefit and to that of their confreres. In the first place, it is much easier to make a decision on the basis of fact than on hunch or personal opinion. In the second place, decisions based on fact are much more likely to be good ones than are those based on hunch or opinion. In the third place, decisions based on fact are much more defensible.

Research in all phases of American industry is growing by leaps and bounds essentially because that research can provide the kind of facts that are the worthy parents of top-management decisions. The whole field of management controls is dedicated to the objective of providing management with facts that will help

**About the Author**

Mr. Neukom, a partner in McKinsey & Co., management consultants, is a "career" consultant in the full sense of the term . . . Fresh out of The University of Chicago in 1934, he walked into McKinsey's Chicago office, took off his coat and went to work on the marketing staff. He's been with McKinsey ever since, except for three years during WW II, when Uncle Sam made him director of the OPA's Fuel and Automotive Rationing Division. Completing his Washington wartime service in 1945, he transferred to McKinsey's Pacific Coast office in San Francisco. Now he's responsible for the firm's practice in the fields of marketing, organization and personnel, and is managing partner of the firm's offices in San Francisco and Los Angeles. He occasionally takes time out to write an article, lecture, and attend meetings of the San Francisco Sales Executives' Association.



them run the business better. Subordinates have greater confidence in the executive who knows how to get facts, and they get a greater feeling of sharing in the decision-making because they can contribute to the fact-gathering.

**4. Direct decisively:** The complaint of many subordinates is indecision or failure to face up to the need for decision on the part of their superiors. There are many times when an inferior decision is better than none at all. A number of prominent successes have been quoted as saying you need only be right 51% of the time. One of my favorites is the prominent banker who said: "I have seen many successful business careers based on inferior decisions, but no success based on indecision." Probably the most frustrated subordinates in American industry work for executives who cannot make up their minds, or who will not stick with the decision when made.

**5. Practice being open-minded:** It encourages subordinates to bring in ideas. It helps them grow, and it increases the possibility that worthwhile ideas will come to the attention of management. It is good practice for an executive to see to it that

he greets a new idea with at least a "maybe" rather than an outright "no." It is also good practice to periodically agree with a new idea even though the idea may not be great, if there is no strong reason for disagreeing with it. Ideas are fragile things. Great ones are too few. As you increase the probability of more ideas, the probability of more great ones is increased. So, any step in the direction of encouraging subordinates to bring in more ideas is worth while.

**6. Learn to distinguish the important from the unimportant:** American industry is made up of too many executives who are loaded with trivia and who unhappily, in too many cases, do not even know it. They have been dealing with the unimportant so long that they have lost their ability to differentiate. It is impossible for a man to undertake a management job he is proud of if he lacks this ability. Some executives have learned to ask regularly: "Does this activity influence profits importantly?" Others ask "Who can do this as well or better than I?"

**7. Learn to be broad-gauged and tolerant:** High standards of performance are entirely compatible

(continued on page 124)

**HE KNEW WHAT HE WANTED . . .** even when he was at the University of Illinois. Clarence R. Burrell—The Tool Gear and Pinion Company's new v-p in charge of sales—wanted to be a salesman. He also wanted to be an engineer. So he studied both and he's been able to combine the two. While he was in college he worked during summers as a draftsman for Inland Steel. They liked him so well that when he got his BS they took him on full-time, as an industrial engineer. Then he got a chance to combine his two consuming interests, went to Lubrication Devices as a salesman. When he left the company he was chief engineer. But sales lured him again and he spent nine years as assistant s.m. for The Cleveland Worm & Gear Co. and The Farval Corp. He went to his present company as general sales manager in '41. His hobby is designing machinery (He has several patents.) and acting as a Scoutmaster. His great consuming interest is the Sales Executives Council. He's presently on the board of directors of the Cincinnati Council. He was once All League End, played pro football and basketball.



GUY GILLETTE

almost as a hobby while he was head of Weintraub's Copy Department. Last year he bought Pres-A-Lite, made of it a product handled by 600 department stores, 560 Sears outlets and over 3,500 Ford dealers. He's increased sales by over 800% in four years by using the promotional techniques which he invented to help Lucky Strike, Kaiser-Frazer and Gordon's Gin. He still writes his own advertisements, says the smartest day's work he ever did was to switch his college major from sociology to advertising.

## They're in t

**ONCE AN AD MAN . . .** not necessarily always one—that is, not in the most literal sense. Case in point: Simon A. Halpern, president of the spectacularly successful Pres-A-Lite Corporation. Halpern, an almost legendary figure in advertising, held top posts with such firms as Lord & Thomas and William M. Weintraub & Co. For the accounts they served he created such advertising slogans as "Nature in the raw is seldom mild," "Be Happy—Go Lucky," "Spit is a horrid word . . ." Then several years ago he got interested in a 15-year-old product which had never done much. The product was Pres-A-Lite, a gadget which hands a car driver a lighted cigarette. Halpern started working with it



**FROM TV TO RADIO . . .** may sound like reversing the order of things. But CBS's Adrian Murphy, a good-looking Princetonian (class of '27) has just done it. He's the new president of CBS Radio after having been closely associated with the network's television activities since 1939. That was the year when he was made head of TV for CBS and it was a scant three years after he joined CBS. In 1951 he took over as president of the Laboratories Division which co-ordinates the company's electronic developmental work, including color television in its various applications. But radio is bigger than ever and CBS needed a guy with Murphy's acumen to keep it that way. Adrian Murphy is a New Yorker by birth and by preference—even though he doesn't live in the city's confines at the moment. Reason: Two little Murphys who think Pelham Manor is the place. He spent four years in the Signal Corps and SHAEF during the last war, emerged as a Lt. Col., moved into CBS after he bought a sack suit.



GUY GILLETTE

## n the News

BY HARRY WOODWARD

**"NOW I LAY ME DOWN . . ."** the task of meeting sales quotas: So says J. B. Ward, Addressograph-Multigraph Corporation's v-p and general manager. He's retiring—with laurels in hand—from the corporation's sales sweepstakes, which he's won for the 25th time. "Bass" Ward began with A-M in 1914 as a Cincinnati sales agent. Down through the years, in every job he's had, he's been assigned a sales quota—and made it. Even as general manager he had one. Distribution was part of his job and Distribution had a sales quota. Bass had to needle A-M men in both the States and Canada to hit that quota. He's the first man in the history of the company's "Hundred Club" of quota-makers to ring the bell 25 times. His previous memberships were earned as salesman, sales agent and as national Addressograph Division sales manager. As general manager he also acts as general sales manager . . . hence, a quota! On the occasion of meeting his 25th one, the company awarded him a special engraved tray. (Left, president George C. Brainard watches him unwrap it.) And A-M has said, "Take it easy. You've earned it." But people who know Bass say that's like reversing Niagara.



APRIL 1, 1952



**Customer with a Problem:** Suppose she finds that her favorite dealer carries only Pabco floor and wall coverings. That means she'll have to visit other stores to obtain all her remodeling needs.

## 90% of Pabco's Men Overshoot Quotas in Sell-the-Line Campaign

If you want extraordinary results from a limited objective sales drive, don't expect cash and merchandise prizes—by themselves—to provide all the steam. Bonanzas are the result of unified sales effort in both packaging and selling.

**BY J. E. HOLBROOK • Vice-President, Pabco Products, Inc.**

A salesman's incentive plan is only as good as the total sales structure within which it is made to operate.

The most cleverly conceived incentive plan will not produce results in a vacuum. The entire organization must be prepared to put forth an effort at least as great as the men in the field are called upon to make, and that effort must be integrated if a company is to obtain maximum benefit in permanently increased business.

We at Pabco have just had an amazing demonstration of this fact. We have proved what remarkable re-

sults can be obtained with a correlated effort starting at the home office, taking in sales, advertising, merchandising and credit factors, and following through into district managers' operations and those of his staff clear to each territorial salesman, all within the pattern of a definitely programmed objective.

The program was conducted from June 1 through November 30, 1951. The territory covered was the 11 far western states. It grew out of a dual challenge: (1) the growth of the West during the past 10 years; (2)

the fact that our company puts out a family of products answering the needs of this rapidly expanding area at both the industrial and consumer levels.

Point No. 1 needs no elaboration. On Point No. 2 we realized that we were far from taking full advantage of our opportunities.

The opportunity lay in the fact that we make a family of products which, as we sum it up in our advertising, are related in use, in color and in styling for all interior and exterior building surfaces. These products are sold out of three divisions: Floor Covering, Building Materials, Paint.

Obviously, one consumer may be in the market for not only one but two, more, or all of the products put out from the three divisions. The weakness we recognized in our sales structure was that this consumer, who very likely could be a prospect for paint, linoleum and roofing plus the incidentals all at one time, might have to shop at several dealers to obtain everything he wants. In short, we



**Three Salesmen, One Idea:** They're specialists in Paint, Floor Coverings, and Building Materials. Now, under the All-Products setup, they're working together to put one another's products into dealer stocks. They're selling retailers the idea that the unit of sale can be increased through one-stop shopping.



**The Sales Objective:** To build full-line dealers. Pabco sees a big opportunity to expand sales of all products by promoting and merchandising them as a related family. This policy, they believe, makes good management sense for the retailer. Excellent point-of-purchase materials are important elements in the drive.



**"Let's Provide Incentive,"** said management. Salesmen earned points for new outlets, and for lines added to old outlets. Some earned, in bonus money, as high as 10% of their annual salaries. In the photo: J. E. Holbrook, v-p; W. C. Beddoe, tr. sup.; R. R. Galloway, bldg. materials s-m; W. L. Lowe, adv. mgr.

numbered among our dealers relatively few multiple product accounts.

Early in 1951 we set about repairing this weakness. We saw how we might expand sales of all products by promoting and merchandising them as a related family; how, at the same time, we might help all our dealers.

Our salesmen in the three divisions, specialists, respectively, in selling paint, floor coverings, building materials, were pivotal to such an undertaking. How could we get these men, already doing a good job as specialists, to (1) acquire sufficient knowledge of our other products to talk intelligently to their accounts about them; (2) work cooperatively with their fellow salesmen in the other divisions to make multiple-product dealers out of single-product dealers? Clearly, an incentive was called for. One was devised and put to work June 1.

The integrated sales plan of which the salesmen's incentive was the driving part was called "All Products Program." The aim of the program was twofold: to get present customers already carrying one or two Pabco lines to add one or more other Pabco lines; to obtain new customers who had not purchased any Pabco line for one year or more.

#### Re-packaging Came First

The groundwork preparation for the program, without which it could not have been successful, was laid during the previous two years.\* It consisted of complete repackaging to give all products more emphatic family resemblance; unification of advertising; provision of sales tools to simplify related selling by our dealers; creation of a dealer program of product integration. When all this was ready to be put to work it was presented to our salesmen in the three divisions, together with the incentive.

The presentation was made at a meeting in San Francisco. During this meeting the salesmen were briefed on the All-Products Campaign. Kodachrome slides gave it to them visually and they were shown how, while remaining specialists in their field, at the same time they could add to their own earnings, be of inestimable help to their accounts, and increase their value to the company while helping to expand sales of all Pabco products. They were told why Pabco products should be promoted and merchandised as a related family rather than

\*See "Unified Labels Spark Sell-the-Line Merchandising Plan for Pabco," SM, Sept. 15, 1951, page 44.



separately; how to go about showing dealers how to merchandise them. They were given the necessary tools. The main tool was an All-Products Merchandising Plan Portfolio, to be described later.

The incentive was a system of cash awards which were paid in proportion to credits earned by the men. Each new outlet obtained by a salesman entitled him to one credit, and that credit was worth a specified cash bonus. The bonus was doubled if two lines were added, trebled if three or more lines were added. This applied to customers of the company currently handling one line.

In the case of an entirely new account, the cash bonus for selling the dealer one Pabco line was half again as large as for selling an existing dealer a new line, and proportionately more for selling the new account two, three or more lines.

### Scoring System

Each new outlet obtained—whether for added lines or in the shape of new customers—earned one credit. But the salesman was paid nothing until he had built up a specified minimum number of credits. This point is important: Setting an attainable but not too easy minimum insured continuity of effort. Without this hurdle, some men—perhaps the majority—might have been content to take what extra cash they could pick up by adding an outlet here and there and letting the credits go. Setting the minimum and paying only if, and after, it had been attained, concealed a double stimulus. It encouraged the best workers to do better than their best to win the continuing cash awards for each new credit added over and above the minimum and to stay in the race to win the special grand prizes offered for the highest totals of new outlets at the drive's end. It kept the slow workers plugging away to make their initial efforts pay off and stimulated the runners-up to maximum effort so they would share in at least the minimum awards at the pay-off.

New outlet accounts were identified as accounts personally sold by one or more Pabco salesmen. Since it was anticipated that the majority of new outlet accounts would be the result of cooperative effort between two or more of our salesmen, the incentive plan was set up so that the credit for a new outlet might be split evenly among the men participating. Thus, if two men cooperated to establish a new outlet, each was credited with one-half. If three were involved, each man received one-third credit.

To qualify as a new outlet, orders had to be of a certain minimum dollar value (figured at dealer's cost), different minimums applying in different categories. Thus, a truck load would qualify for products in one division, a \$500 order in another, \$250 in another. And sundries such as paste, wax, cement, and lining felt counted up to 25% of the total required of a qualifying order.

In apportioning credits, no distinction was made between an existing customer who added a line or lines and an account making a first Pabco purchase of any line in over a year.

As soon as a salesman accumulated the qualifying minimum of new outlet credits, a check for the amount of cash money involved was sent to him. Thereafter, he was paid for all his additional credits above the minimum at the end of each month.

The weakness of many incentive plans is that awards alone are expected to stimulate the men to the desired effort. Our experience has shown that to get the most from any incentive plan three things are requisite: (1) The incentive should be the final impetus, as has been indicated above, in a complete program, well thought out, properly implemented, with all the backing of the organization behind it; (2) there should be continuous, unrelenting follow-through while the program to which the incentives apply is in progress; (3) there must be a follow-up program to make gains permanent.

### How It Worked

Taking these points in order, we have seen that our all-products or related products drive was prepared for by relating them at the production end in color and styling, by creating a family of packages and labels, by unifying advertising, by preparing All-Products promotional materials for unified merchandising, and by preparing a dealer plan. The salesmen had been placed in possession of the total plan and its aims and given an incentive for putting it across. The next step was to convince the dealer of the advantages to him of becoming a partner in the All-Products promotion.

To aid our men, who are specialists, in doing this job of related item promotion, we provided them with the All-Products Merchandising Plan Portfolio, referred to above. This tool was directed at the dealer. It promised him "A Proved Sales Plan . . . for you . . . relating the family of related Pabco products to create new sales and extra profits in a

ready-made consumer market . . ."

The easel-type portfolio graphically pinpointed the steps necessary for a dealer to become a related products merchant, and offered case histories of dealers who had done so with a minimum of investment. A set of cards within the portfolio highlighted the unified advertising support behind the all-products campaign, gave examples, pictured point-of-purchase dealer advertising and tools, and suggested displays incorporating the aids.

A large pocket on the inside of the sturdy back-board of the portfolio was filled with literature on the several categories of products, literature which the salesman could study to become familiar with the related Pabco products outside of his line, material which he could leave with the dealer he was attempting to sell on the related merchandising idea, and samples of the aids with which the company would provide the dealer to help sell his customers.

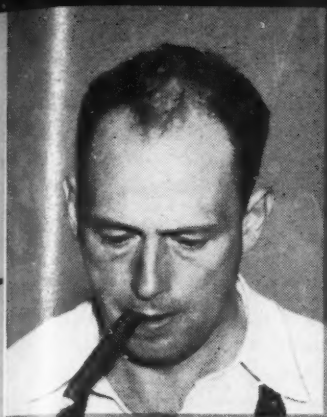
### Sustained Interest

One of the aspects of the program of which we are most proud is the way interest was sustained among the salesmen over the entire six-month period. Much credit for that goes to our sales publicity and training supervisor, W. C. Beddoe.

After our kick-off meeting, there were three subsequent "Progress Meetings" held June 16, July 14, and August 11 in each of four districts into which the territory was divided. These meetings were under the direction of "Area Captains" and their assistants appointed for the All-Products drive to co-ordinate the efforts of the men in the three divisions.

Having been briefed fully on the aims of the drive and provided with tools, it was up to the men in the field, individually or as cooperating pairs or groups, to devise their individual plans for getting new outlets. But they were never made to feel that they were working in isolation. From the start of the drive to its finale each man knew where he stood in relation to his fellows and how his area was making out in comparison with the others. Names were named, points were listed, and score cards were kept.

This was accomplished by means of a semi-monthly bulletin over Mr. Beddoe's signature, titled "All Products Integrator." It reported each fortnight the standing and progress—or lack of progress—of each man. It gave generous praise where praise was due but drew quick attention to weaknesses. For example, early in



# balloon at the ballet

by Robert Sylvester, New York News



As roving halfback and odd job man of *The News* drama pages, Robert Sylvester's interests include rodeos, records, floor shows, glockenspiel recitals, and "Dream Street Beat," a Sunday assembly of theater anecdote. His output sometimes overflows into the slick magazines. He is an ardent anti-bebop, unashamed advocate of Dixie jazz; and in his spare time, a book author—four to date. "Rough Sketch," was made into the movie "We Were Strangers." And, "Indian Summer," will be published in July.

On the night of Thursday, February 14, at the City Center Ballet, occurred an incident which was fit material for the Marx Brothers. Mr. Sylvester's report of the affair herewith:

Jerome Robbins' new "Ballade" ballet is one of the young maestro's dreamy epics which isn't quite slow enough to put you to sleep and not pearly lively enough to keep you anywhere near the edge of your chair. It has meaning, no doubt.

After almost 20 years of watching ballet, the choreographers (including Robbins) still haven't convinced this square that the art of the dance isn't basically an art of action.



Every year, or so it seems, the boys in charge vie with each other as to who can come nearest to producing a ballet which has no action at all.

## the balloon boy

"Ballade" has Debussy music which is built around long flute solos by Frances Blaisdell. It has scenery and costumes by Boris Aronson and it has a minimum of lighting—or maybe it should be called a maximum of unlighting—by Jean Rosenthal.

Some puppet-ish figures are sprawled on

scattered chairs. For some reason snow falls.

Through the snow comes a wandering minstrel who gives each puppet an ordinary balloon on an ordinary string. This takes



what seems like 25 minutes. The balloons (Spirit of Uplift?) bring everybody to life.

So Nora Kaye does a brief solo which is really a series of controlled balances. Janet Reed does a humorous and rather pretty sequence with Roy Tobias. Then Tanaquil LeClercq hides her head, chooses direction, dances a bit, and purposely releases her balloon. Everybody stands dead still as long as it takes the balloon to float up into the flies.

Back comes the minstrel and collects his balloons. Each figure goes dead as soon as the balloon is recovered. Little Tanny ain't got hers. So the minstrel gives her a dirty look and walks off. Curtain.

## here it comes now

So then came intermission, of course, and the next ballet was the Pas de Trois of Tallchief, Eglevsky and Hayden.

And about halfway through this ballet, a good 20 minutes later, down from the flies came LeClercq's fugitive balloon and for the rest of the ballet all hands were kept busy dodging same to thunderous applause.

Stories like Robert Sylvester's are not rare exceptions, but regular fare . . . serve to explain why *The News* is more read, better liked, than any other newspaper in America; and why advertising in *The News* is assured of high readership and reception.

Circulation now exceeds  
Daily 2,125,000  
Sunday 4,100,000





the campaign many new accounts obtained by individual salesmen were recorded, but not so many new lines sold to existing Pabco dealers. "This would indicate that the team play is not yet in full swing," suggested the Integrator: "Here's the Breakdown—Read 'em and Weep! Maybe you had better go over that All-Products presentation portfolio again in front of a mirror. Sell yourself—then sell the dealers that Pabco products are 'Related in Color . . . Related in Use!'"

Salesmen who had shown no action in the drive found their names on a tombstone at the end of the bulletin. They were soon stung into action, and subsequent bulletins showed them jumping out of their graves, the names on ensuing headstones being erased by two's and three's until none was left.

### Contest Details

Excitement was whipped up as the leaders neared the "minimum barrier" line which put them close to the first pay-offs. Thereafter, the dollars-and-cents pay-offs were listed, naming the men and the amounts.

Contests within the contest provided extra interest during the closing months with merchandise prizes and Defense Bonds being offered for special activities.

Interest and effort intensified as the end of the six-month drive neared. Final results surprised us and we had not set our sights low. It could have been considered good if 50% of the men had made the minimum in credits. In the pay-off, approximately 90% of the salesmen earned rewards on the minimum qualifying basis and a large number were far above. Of the non-qualifying 10%, several were newcomers to the sales force, who entered the contest mid-way. One or two others had particular territorial handicaps. The top prize winner was 400% over the qualifying number of new outlets and there were others running close behind. Some of the salesmen made, in prize money, as high as 10% of their annual salaries.

As for us: In total returns, our All-Products new outlets drive shot 80% over our estimate of the original objective. We learned a great deal from the campaign. But what stood out from start to finish was the astonishing plus-results which can be gained when a short-range incentive drive is integrated with and supported by an integrated, long-range plan.

The third point which insures a company getting the most from a

salesmen's incentive plan I have not gone into because it is another story. I refer to "the follow-up program to make gains permanent." Without this program there is little more than a shot-in-the-arm for sales, from even the most powerful incentive plan. Mr. Beddoe put this succinctly to the salesmen in his first post-campaign bulletin:

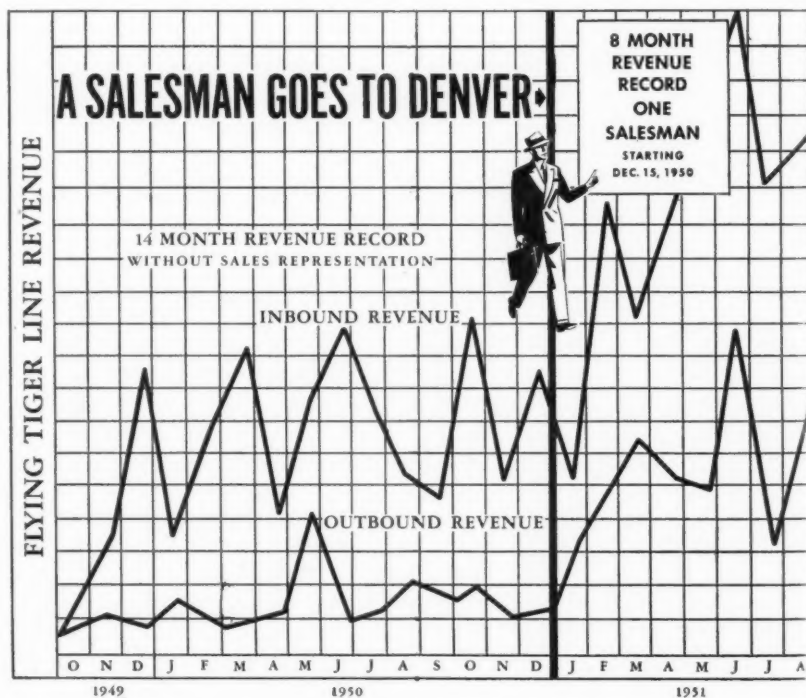
"You can't love 'em and leave 'em," he reminded. "During the past six months you have introduced Pabco lines to (blank) number of new outlets. Now it is up to you to keep those accounts on the books for Pabco. Never forget that your best customers are your competitors' No. 1 prospects . . . Keeping the business you have is equally as important as opening new accounts."

But, as in the campaign, the company will have all its resources behind the field men to help them keep their new outlets. The merchandise the dealers have put in stock must *move*. To help dealers move it will be our aim during the next six months. To that end, the same co-ordinated planning will be used to

make the new outlets successful. It will extend from the headquarters departments concerned, out through the district managers to the salesmen in an intensive effort to make permanent friends of our entire dealer organization.

As a first step, each new outlet receives a personally addressed letter welcoming their business and their confidence, offering them our unstinted aid, and asking their advice on how we may be of specific help. In short, every facility we have, all of our ability and effort, will be directed toward providing our dealers with practical help to sell the merchandise they have put in stock. Like the All-Products sales program to date, it involves a thoroughly integrated effort all the way through from the manufacturer to the distributor and from the dealer on to the consumer.

We have had ample proof of what integration of effort can do. As we repeat over and over to our men (and to ourselves in the mirror) planning and sales are Siamese twins: one dies without the other.



### ... the Sales Chief Gets Results!

We're asked, from time to time, just how much effect a salesman can have on his territory. The Flying Tiger Line, Inc., Burbank, Calif., which hauls freight anywhere, felt that sales in the Denver area could be improved with a salesman on the spot to explain benefits of air shipment—and to ask for orders. The results—sales history—charted for all to see.



# You can sell anything in America... but at what cost?

**Some ideas of special interest  
to manufacturers of consumer durables  
whose mounting sales costs  
threaten profit margins**

There was a time when a manufacturer with a fair-to-middlin' product could build a profitable sales volume just by telling a helluva lot of people about it over and over again. Came competition. Came higher operating costs. Today, for many, unit sales costs *must* be reduced. *Selective* selling and *selective* advertising are indicated.

So, isn't it possible that the manufacturers of certain types of consumer durables, like home appliances, could learn something from the tried and proved marketing and advertising methods of industrial equipment manufacturers? After all, many home appliances are to the home owner what plant equipment is to the factory owner. And the manufacturers of plant equipment have *never* known the relative ease of getting business through mass-market promotion techniques. They've *always* had to learn where to aim, how to aim, how to make it pay out.

## **These things are Standard Order of Procedure to the experienced industrial marketer:**

1. To investigate the various markets

for each product in order to identify and cultivate the best prospects in the most fertile fields.

2. To apply a ruthless, realistic cross-examination to all available media so as to ferret out those which accord the best coverage of the best prospects under the best auspices—product by product and market by market.

3. To uncover the true conditions to be met in each field in terms of prospect viewpoints, prejudices, confusions and practices which might cue the best sales and advertising approaches for each product in each field.

4. To use all available devices to coordinate advertising, merchandising, sales promotion, distributor and dealer tie-in and publicity in order to squeeze the last thin dime's worth of value out of every dollar of advertising expenditure.

5. To address most of the advertising to those prospects who have an interest at the time—advertising that

tells them clearly and unequivocally what they want to know about performance, range of application, sizes, prices, availability, delivery, service.

6. To illustrate and describe products in ways that will help prospective purchasers to see the advantages of the product to them. (There's a big difference between merely *stating* features and telling what the features mean to the *user*.)

7. To make full use of all forms of product literature that might apply profitably—catalogs, bulletins, handbooks, instruction manuals, informative labels, article reprints.

8. To work persistently and unceasingly for improvement in every detail of sales approach, copy, media, merchandising.

## **It ain't easy!**

These methods and techniques, which are all in the day's work to the trained industrial marketing man, are a pain in the neck to most advertising men who've been brought up in the consumer goods field. In the past, many manufacturers have not found it necessary to dig that hard or think that hard or work that hard.

Maybe, for many, it isn't necessary today. But we can't help wondering—aren't some manufacturers of consumer durables beginning to ask themselves:

*"Could the judicious application of tested and proved industrial marketing techniques help us move more of our most profitable items at lower unit sales cost?"*

## **THE SCHUYLER HOPPER COMPANY**

12 East 41st St., New York 17, N. Y.  
LExington 2-3135

MARKETING • ADVERTISING  
SALES

*"Advertising that sells by helping people buy"*



PHOTO FINISH . . . at the end of a 100-mile grueling race provides 75,000 spectators with an annual thrill and . . .



W. R. BALLARD (right), president of Dr. Ballard's, with a smash hit in sales promotion. So this north-of-the-border marketer asks . . .

## What's More Natural Than a Dog Sled Derby

. . . to promote Dr. Ballard's Animal Foods? And if you think this Canadian promotion doesn't influence canine friends and open American markets, too, you missed the national TV coverage of the International Dog Sled Derby.

"Mush!"

The command rang out in the biting, frost-rimed air almost simultaneously with the starter's pistol . . . the straining dogs barked in concert as the teams leapt forward dragging the Arctic sleds with a steady

"swoosh" over the hard-packed snow. With encouraging cries in French and English the drivers warmly clad in bright mackinaws, ski helmets and wearing snow goggles, ran beside their teams of malamutes, Siberian huskies and hounds.

BY FRED BELL

It was the start of one of the most grueling tests of human and canine stamina to be held anywhere in the world—the International Dog Sled Derby held each February in Canada's capital city, Ottawa.

Held on three consecutive days on the frozen surface of Ottawa's Rideau Canal within sight of the Parliament Buildings, the race, which is considered the dog racing classic of the North American continent, requires the teams and their drivers to cover a 100-mile course usually in sub-zero temperatures and often under blizzard conditions. Photo finishes with both dogs and drivers straining every nerve to gain the few seconds that spell a winner are a regular feature of the race.

### Broke All Records

This year some 30 teams, a record-breaking list of entries, competed for a championship gold cup and over \$2,000 in prize money before a crowd of more than 75,000. They represented 10 top U. S. teams, including a U. S. Army unit, in addition to entries from many parts of Canada. Official starter was Canada's Prime Minister, Louis St. Laurent.

The winning team in 1952 belonged to French-Canadian Wilf Lepine, leading "musher" in 1950 as well, who brought his hounds to the finish line to receive first prize from Canada's Governor-General.

Success of the Dog Sled Derby is due largely to the effective promotion by Dr. Ballard Animal Foods Company Limited, a Canadian pet food firm with a reputation for doing the unusual. Co-sponsor of the Derby with the Ottawa Board of Trade, the Dr. Ballard Company puts up the gold cup and all the prize money.

From the viewpoint of the Dr. Ballard organization, the event, sales-wise, could hardly be more successful. A week before the 1952 race some 65 Ottawa store fronts carried Dr. Ballard product windows, radio spots were stepped up to 16 a day, daily newspapers ran 600-line announcement ads. The press also carried daily stories on news pages; advance radio programs were used over coast-to-coast networks; Canadian stations carried on-the-spot broadcasts for three days. Movietone News and Warner Brothers covered the race for newsreels and the event was televised coast-to-coast in the U. S.

**THERE WAS A**

**WAY...**



**TODAY, THERE IS A BETTER WAY...**

Lugging logs to heat the home was once the accepted way. Just as heating methods have advanced, advertising and selling too—is much improved.

The modern way to move goods is to use your Sunday Punch on the top markets where you can scoop up so many heavy spenders in one chunk.

In 363 Industrial NORTH and EAST counties that account for over 34% of the total U. S. Retail Sales, First 3 Markets Group delivers over 50% coverage of the families.

There is a better way to sell your product... use



*The group with the Sunday Punch*

**FIRST 3**  
MARKETS GROUP

**New York Sunday News**  
**Chicago Sunday Tribune**  
**Philadelphia Sunday Inquirer**

*Rotogravure • Colorgravure*  
*Picture Sections • Magazine Sections*

*New York 17, N. Y., News Building, 220 East 42nd Street, VAnderbilt 6-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043*  
*San Francisco 4, Calif., 155 Montgomery Street, GArfield 1-7946 • Los Angeles 17, Calif., 1127 Wilshire Boulevard, MIchigan 0259*



"Our interest in the Derby is twofold," declares 37-year-old W. R. (Bob) Ballard, company president. "We want to bring back the old frontier pastime of dog sled racing to its rightful place as a major Canadian winter sports event. Few other sports have such dramatic quality and such tense excitement-arousing characteristics. At the same time we are making Canadians more 'dog-conscious' and thereby influencing sales of Dr. Ballard's dog foods."

That this latter goal is achieved is attested to by the fact that this Canadian company can boast a success record which many an older and larger organization might well envy.

It was 1926 when Dr. W. G. Ballard, a Vancouver veterinary surgeon, bought a home canning machine and started making his own dog food formula in the basement of his home. He introduced his product to the trade by walking into grocery stores, opening a can of his dog food and nonchalantly eating it. Few retailers needed further convincing about the product's quality.

In 1932 Dr. Ballard bought a run-down factory and began production on an assembly-line scale. His son, the company's present president, went on the road selling dog food. Within the next six years two additional plants, one in Calgary and one in Toronto, were acquired. Today they turn out \$5,000,000 worth of pet foods annually, supplying over 60% of the Canadian market.

### "Mutt Show" Wows 'em

Unique promotions have long been the company's trademark. Each year at Canada's "Show Window," the Canadian National Exhibition in Toronto, over 10,000 spectators crowd into the stadium to see the Dr. Ballard "Mutt Show." Here dogs of the most mixed ancestry imaginable compete for \$500 prize money in long and short tail contests, eating contests, costume competitions, etc.

These unusual shows are also held at fall fairs, in schools and playgrounds in many other Canadian centers where they attract a great deal of favorable public attention. Any youngster with a dog is welcome in the Dr. Ballard "Mutt Shows"—and breeders of pedigreed dogs often have front-row seats in order to get useful tips on training.

"The 'Mutt Shows,'" says Bob Ballard, "are designed to provide real fun for youngsters with pets of doubtful breeding which could never, under ordinary conditions, ever enter a dog show. At the same time they



"He's our District S.M. Couldn't you give me a half-way decent order?"

encourage the proper training, care and raising of dogs."

Needless to say, they also provide excellent advertising for Dr. Ballard products.

One of the most effective promotions ever staged by the company features an extremely intelligent wire-haired fox terrier named "Knee-hi." Trained to observe all pedestrian safety rules, "Knee-hi" has been, for two years now, making a triumphal tour of thousands of Canadian and U. S. schools from coast-to-coast, teaching school children by example how to be safe on busy, traffic-filled streets and highways.

"Knee-hi" has won many safety awards including a recent one given by Chicago authorities for the most outstanding program in school safety. Safety classes are usually arranged with the cooperation of local school boards and police departments. The end-result is, of course, to not only make school children more safety conscious, but also to familiarize them with the Dr. Ballard name wherever super-sales lady "Knee-hi" appears.

Another promotion which is continued 12 months a year is the Dr. Ballard Cat and Dog Radio Club. There are now 500,000 canine and feline members of the Club and a full-time staff is employed answering mail and keeping membership records.

Dr. Ballard's Dog & Cat Book, a

72-page handbook of reference for dog and cat owners written by the company's founder and now in its fourth edition, is yet another promotion which has helped to increase product sales by leaps and bounds.

Last year the company opened a brand-new \$500,000 processing plant in Vancouver, and invited the public to inspect it. The result was that some 20,000 Vancouverites flocked to the opening and lines of traffic two miles long jammed the highways leading to the plant. Buses chartered by the company were used to bring many to the plant and lavish door prizes were given away.

Soon Dr. Ballard's plans to enter the U. S. dog food market, in itself a bold venture on the part of a wholly Canadian firm. Buffalo and Seattle are the first two cities on the company's list.

"The key to our achievements in the field," says President Bob Ballard, "is the indisputable fact that most people like animals. It's an inherent trait in the human race. That's why there are 2,000,000 'mutts' in the country. Our promotion, therefore, takes this factor completely into account and is based as much upon the humanitarian approach as upon anything else."

That such reasoning pays off is evidenced by the company's fast expanding production facilities and its steadily rising sales figures.

# "Rural America has led the way in tripling *Caloric* postwar sales"

—Julius Klein, President—Caloric Stove Corporation



The most intensive magazine advertising campaign for cooking ranges in the postwar era—with heavy emphasis on the rural market—has paid off handsomely for Caloric Gas Ranges.

"Spearheaded by Country Gentleman, national farm advertising was launched in 1946 and has continued every month throughout the year in a broad list of publications delivering over 200,000,000 messages. Our concentration on the rural market is paying off in a thoroughly satisfying manner. We are reaping results commensurate with a good product and consistent sales and advertising policy.

"Despite our success to date in Rural America, that sleeping giant has only just begun to rouse himself. Rural families are the largest users of Liquefied Petroleum Gas. We are very optimistic about the future of the rural market for our product and our thinking is pointed in that direction."

**DEALERS COAST-TO-COAST SAY: "COUNTRY GENTLEMAN HELPS ME MOST TO SELL MY BEST RURAL CUSTOMERS." AND BUSINESS PLACES MORE ADVERTISING HERE THAN IN ANY OTHER FARM MAGAZINE.**

## Country Gentleman

... now including COUNTRY LIVING, the first magazine-within-a-magazine devoted to better living for every member of the rural family.



# People and their Ideas



ZENITH'S WALLACE

## New Sales Jobs

Creation of a new Packaging Development Division in the American Can Company's General Sales Department has been announced. Operation will be under the supervision of **T. F. Brennan** . . . **William H. Worrilow, Jr.** has been named general sales manager of Lebanon Steel Foundry . . . **Elmer L. Reibold** is the new sales manager of Hickok Manufacturing Co. . . . American Kitchens has named **Mack Johns** field sales manager and **Joe Guertin** as central sales manager . . . **D. A. Purviance**, general sales manager of The Majestic Co., has been elevated to general manager . . . **J. T. Guitteau** has been appointed to the new post of manager of chain store sales for Libbey Glass, Division of Owens-Illinois Glass Co. . . . **George A. Bentley** has been named s.m., Stapling Division, Detroit Stapling Co. . . . New s.m., Electrical Division, The A. C. Gilbert Co., is **Edmond J. Molloy** . . . Promotion of **Ben Kunin** to general

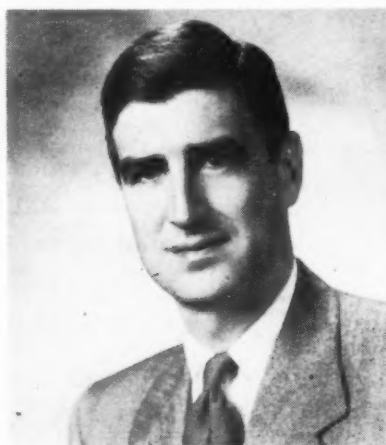


BOURJOIS' AND GOULD'S BELL

s.m., Hood Chemical Co., has been announced...**Eric Younger** is the new sales promotion manager, The Manhattan Shirt Co. . . . New eastern s.m. Sylvania Electric Photolamp Division, is **Henry W. Jones** . . . **Dan Mahony** has been appointed director of sales development for Lily-Tulip Cup Corp. . . .

## ... and other executive appointments

**Robert C. Wallace** has been appointed merchandise manager for Zenith Radio Corp. . . . **Wayne Coy**, former chairman of the FCC, is joining Time, Inc., as a special consultant . . . New manager of the New



ARMSTRONG'S SCHWEIZER

York branch of Owens-Corning Fiberglas Corp. is **John A. McKay** . . . **Kenneth B. Kleinsorge** has been named merchandise and sales promotion manager, The Eagle-Picher Company's Paint and Varnish Division... National Dairy Products Corp. has announced the election of two new v-p's, **Col. Edward F. Brown** and **Glenn Gundell** . . . **Bourjois, Inc.**, and **Barbara Gould, Inc.** have a new president, **Hugo L. Bell** . . . **Brandt Enos** has been appointed business manager of Transfilm, Inc. . . . New assistant v-p, Graybar Electric Co., is **R. B. Sayre** . . . **William B. Fors** is now advertising and sales promotion manager, Sparton Radio-Television Division, Sparks-Withington Co. . . . **James Larrimore** has been promoted to assistant v-p—a newly-created post—of Sunshine Biscuits, Inc. . . . **Laurence C. Flowman** has been named v-p in charge of the Industrial Building Department, Textron, Inc. . . .



SUNBEAM'S GWINN

Allen B. Du Mont Laboratories, Inc., has appointed **Ernest A. Marx** director of its International Division . . . **R. P. Gwinn**, general s.m. of Electric Appliance Division, Sunbeam Corp., has been elected a vice-president . . . **Kingan & Co.** has a new manager of merchandising and advertising, **Hal M. Rank** . . . **Frederick O. Schweizer** has been appointed manager of Armstrong Cork Co.'s Building Materials Division and Sales Training Department . . . **J. A. Cragwall** has been elected president of General Box Co. . . . New sales and distribution offices in the San Francisco and Bay areas for Rocket Pictures, Inc. have been opened under the supervision of **Harry G. Swift**.

## Word of Warning

Said **Simon A. Halpern** (see page 26), president, The Pres-A-Lite Corp., before the Association of Advertising Men: "Trust the American people to always choose the best . . . the basis for comparison is the final determinant for the failure or success of a campaign. And if a product does not live up to its advertising the public soon finds out."



GENERAL BOX'S CRAGWALL



## No other man-woman magazine of 3½-million readers or more screens them for the *BUY* on their minds!

**G**IANT circulations—of any of the three biggest man-woman magazines—must, by sheer weight of numbers, include some good prospects.

But isn't it logical to expect many *more* good prospects from such top circulation, when it's built entirely by stimulating the reader's own BUY-mindedness?

That's how Better Homes & Gardens—and only Better Homes & Gardens—multimillion circulation was built.

Here are 3½-million families—men and women together—who eagerly await each issue of BH&G not for general news-photos, or fiction, or other

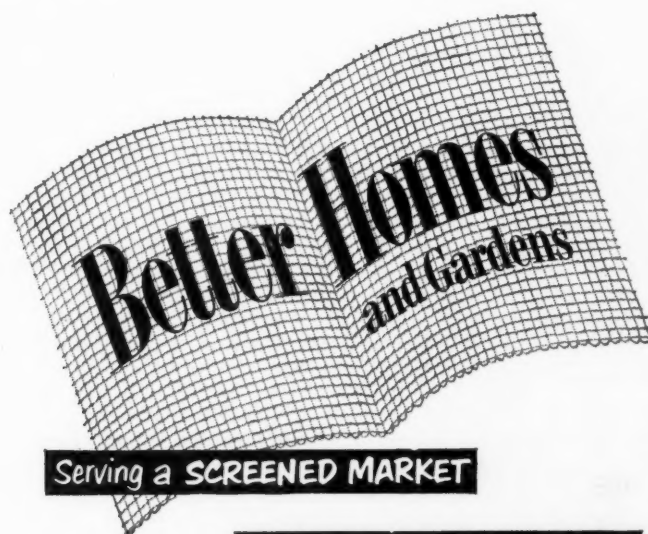
undirected editorial matter—but solely to see what's new, what's better, what's for **THEM**, among the myriad things offered for better living!

Here are 3½-million families with the *means* to convert their acquisitive impulses into purchases.

Here are 3½-million families who consider BH&G their tried and trusted family buying counselor!

Everything they see in BH&G urges them to act—whether it's a picture, an article, a helpful hint—or your advertisement!

So, before you okay another space schedule, better learn more about BH&G's multimillions—screened for the *BUY* on their minds!



of 3½-Million Better Families

MEREDITH PUBLISHING COMPANY, Des Moines, Iowa

# What Makes Display Pieces Click With Independent Food Merchants

Field studies made in 11 cities for Sales Management by Gould, Gleiss & Benn, Inc., point to increased popularity of dominant mass displays—open floor stands—tie-ins with powerful advertising campaigns—store sampling.

Some of the particularly strong display preferences of independent food merchants are:

...75.8% believe in striking, mass arrangements—instead of small, scattered displays.

...87.3% are enthusiastic about offering free samples, supplemented by good display material.

...86.6% believe in making direct tie-ins with particularly powerful manufacturers' advertising campaigns.

...95.6% want open as against out-of-reach displays (in keeping with the trend toward self-service).

...86.6% use floor stands.

...66.9% appreciate manufacturers' individual display cards for use with mass displays of merchandise.

These are just a few scattered impressions of a strong nature which were unearthed by field workers of Gould, Gleiss & Benn, Inc., working on an assignment from SALES MANAGEMENT in late November and early December, 1951. They inventoried 157 windows of independent food merchants in 11 cities,\* also observed the interior displays, and interviewed owners or managers.

The same G G & B field workers also did a similar job on 155 drug stores and 155 furniture-household-radio stores. Results of the drug store survey will be reported in the April 15 issue of SM, the f-h-r in the May 1 issue.\*\*

Roughly half of the food stores were of the moderate-size, under-2,000-square-foot type, 31% in the sizable but not huge 2,000-4,999

square-foot group, and 13% were large supers in excess of 5,000 square feet.

The first assignment of the field workers was to observe the windows of the stores and to analyze what they found. To a large extent this question was a repeat of one used by SM in a research study 12 years ago ("Bell-Ringer Displays of 1940 in Drug, Food and Hardware Stores," September 1, 1940), and by comparing the results of the two surveys we see a very definite trend favoring windows which are outstanding through concentration on one to a half-dozen products... 60% of the windows in the 1951 survey were of that type, whereas in 1940 a much larger percentage were of displays of a dozen or scores of different products.

## Mass Displays Popular

Table 1 (See page 44.), shows the advertised products found most frequently in these food store windows, and in roughly half of the windows samples of the product made up the entire display; in slightly less than one-half of the windows were there cards, signs, streamers, decalcomanias or other display pieces supplied by the manufacturer. The fact that fresh fruits and vegetables accounted for 28% of the total mentions among the top 10 had something to do with the lack of display material, but 30% of the Canada Dry displays were of the product only, 40% of those of Coca-Cola, 46% of Pepsi-Cola and 60% of Lucky Strike.

When the Gould, Gleiss & Benn interviewer had completed his window display analysis he made other observations inside the store and also talked with owners and managers to

learn of their preferences in displays. Here are some of the things they learned about dealer preferences:

### Advertise one product only

	No.	%
Like	96	61.2
Dislike	37	23.6
No preference	24	15.2

(The base for this question and all following is 157 stores which equal 100%.)

### Tie in sales with other products

	No.	%
Like	97	61.8
Dislike	48	30.6
No preference	12	7.6

### Promote contests

	No.	%
Like	73	46.5
Dislike	63	40.1
No preference	21	13.4

### Make a separate department of a group of goods

	No.	%
Like	96	61.2
Dislike	41	26.1
No preference	20	12.7

### Displays that are "mass" arrangements of goods

	No.	%
Like	119	75.8
Dislike	27	17.2
No preference	11	7.0

### Demonstrate a product

	No.	%
Like	101	64.3
Dislike	39	24.8
No preference	17	10.9

### Include giving samples of a product

	No.	%
Like	137	87.3
Dislike	14	8.9
No preference	6	3.8

### Have moving or animated parts

	No.	%
Like	84	53.5
Dislike	43	27.4
No preference	30	19.1

\*Atlanta, Chicago, Des Moines, Fort Wayne, Fresno, Houston, Kansas City, Minneapolis, Providence, Washington, Worcester.

\*\*Comments of a candid nature were revealed in SM, March 15, "Dealers Reveal Display Preferences in Tape-Recorded Depth Interviews."

# In 90 days — a market is created for this new product

THE Pepsodent Division of Lever Brothers had developed a new dentifrice. Its advantages were real . . . *but would it sell?*

Would the public accept a dentifrice so new and different?

To find this out, quickly and economically, the makers of Chlorodent carefully tested the product—and its advertising—in a small number of markets. The speed with which a demand was created in these test areas was astonishing.

In fact, 90 days after advertising was first brought to bear in print and on the air, this new green toothpaste had become a "popular brand"!

And then, by using advertising's mass selling, the makers of Chlorodent carried the news of this new dentifrice across the country—creating a market that is *nation-wide*. Indeed, this mass production of the *selling message* made mass production of the *product* possible.

Today, Chlorodent is winning friends faster than any other dentifrice.

Thus our client is getting the benefits of speed and economy through the mass selling technics of advertising . . . just as he uses mass manufacturing technics to make the product itself widely available at low cost.

**NEW**  
**green toothpaste**  
**with miracle**  
**chlorophyll** NATURE'S  
GREATEST  
PURIFIER

Destroys  
**MOUTH ODOR**

Combats Common  
**GUM TROUBLES**

Fights  
**TOOTH DECAY**

**Chlorodent**  
CHLOROPHYLL • TOOTH PASTE

THAT COOL,  
FRESH GREEN comes  
from nature's chlorophyll—the greatest  
deodorizing substance ever discovered!

**CARE FOR A** **Clean Fresh Mouth**  
**All Day Long!**

Now—a new miracle toothpaste containing chlorophyll! Called Chlorodent, it actually destroys mouth odor. It fights tooth decay and common gum troubles.

This new green toothpaste was used in hundreds of osmometer tests on people with bad breath. When they brushed their teeth with Chlorodent, their mouth odor disappeared. Two hours later, their breath was still fresh in 98% of the cases. Four hours later, 75% were still free of mouth odor!

By using Chlorodent regularly—preferably after meals—you can be free of mouth odor all day!

Chlorodent also works wonders in fighting tooth decay. It greatly reduces the mouth acids that "eat" into tooth enamel. It helps combat the bacteria that cause these acids. And it keeps teeth so clean bacteria find it difficult to multiply.

Moreover, Chlorodent promotes the growth of firm, healthy-pink gum tissue. So, if you are troubled with tender gums, you will definitely want to use Chlorodent!

Chlorodent was perfected by the great Pepsodent laboratories after four years of dental research. You'll love its cool, minty flavor. Try it right away! See why Chlorodent is winning friends faster than any other toothpaste!

**Chlorodent**  
THE NEW GREEN TOOTH PASTE  
Made by the makers of Pepsodent

**J. WALTER THOMPSON COMPANY**  
420 Lexington Avenue, New York 17, N.Y.

Chicago, Detroit, San Francisco, Los Angeles, Seattle, Washington, D.C., Miami,  
Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro,  
São Paulo, Santiago (Chile), London, Paris, Antwerp, Milan, Johannesburg,  
Cape Town, Bombay, Calcutta, New Delhi, Sydney, Melbourne.



**Tie in directly with current advertising campaigns of manufacturers**

	No.	%
Like	136	86.6
Dislike	14	8.9
No preference	7	4.5

**Where does the grocer obtain his display material?**

	No.	%
Manufacturer	48	30.6
Salesmen	66	42.0
With merchandise	14	9.0
Jobber-wholesaler	28	17.8
By mail	12	7.6
Made it himself	15	9.6
All others	27	17.1
(Responses exceed 100%.)		

**Who installs the display material?**

	No.	%
Merchant	76	48.4
Manufacturers' salesmen	82	52.2
Store employes	15	9.6
Own display man	6	3.8
All others	25	15.8
(Responses exceed 100%.)		

**Best Displays of the Year**

Owners and managers were asked to try and remember the best display they used during 1951—best from the standpoint of success in moving merchandise. Their answers are given in Table 2. (See page 47.)

Whereas various soft drink bottlers were outstandingly successful in getting window space on the days when Gould, Gleiss & Benn interviewers made their calls, the "best of the year" mentions were well divided among product groups, although Coca-Cola, Canada Dry and Pepsi-Cola were prominent in both lists. Altogether the displays of nearly 200 food store products received one or more mentions as "best."

The owner or manager—to the tune of 68.8%—gives himself credit for installing the displays he considers "best." A manufacturer's salesman was credited with 37.6%, in some cases two credits were given and totals exceed 100%.

Only 6% of food merchants maintain a display featuring one product for a period of less than one week. The most frequent intervals are 30.6% for one week to less than two weeks, and 36.3% for two weeks.

Food merchants are fairly evenly divided on the desirability of display-

**TABLE 1**

**Soft Drinks Lead Window Parade**

Field workers of Gould, Gleiss & Benn made an inventory of windows before entering the store. Of the 10 most frequently observed displays, fresh fruits and vegetables were 1st and 6th in popularity. Among the other 8, various soft drinks captured 5 positions.

	Number	%
<b>Total Respondents (stores)</b>	<b>157</b>	<b>100.0</b>
Fruits	32	20.4
Canada Dry	20	12.7
Coca-Cola	19	12.1
Pepsi-Cola	13	8.3
Lucky Strike	12	7.6
Vegetables	10	6.4
Birdseye	9	5.7
7-Up	9	5.7
Dad's Root Beer	8	5.1
Chesterfield	8	5.1
Kleenex	8	5.1

Other products featured in more than one store included Accent, Ajax Cleanser, All-Sweet margarine, Argo salmon, Armour hams, Campbell soups, Cheer, Chiffon, Chase & Sanborn, Chloro-dent toothpaste, Colgate products, Crisco, Crosse & Blackwell, Beechnut, Borden mincemeat, Brach's chocolates, Diamond salt, Diamond walnuts, Dr. Pepper, Dole juice, Duz, Educator biscuits, Fab, Fatima, Falstaff beer, Gaines dog meal, Gerber's baby foods, Green Giant peas, Heinz products, Hills Brothers coffee, Hires root beer, Huntley & Palmer biscuits, Ideal dog food, Ivory salt, Jello, Karo syrup.

And Lipton's tea and soups, Maxwell House, Miracle Whip, Mott's apple juice, My-T-Fine, Nabisco products, Ocean Spray cranberries, Pall Mall, Pet milk, Philip Morris, Planter's peanuts, Raleigh, Red Heart dog food, Ry-Krisp, Salada, Sani-Flush, Scotch Tape, Simoniz, Snow Crop, Spry, Sterling salt, Stokely products, Sunkist, Surf, Swift's hams, Wesson oil, Westinghouse bulbs, White Rose coffee and V-8 juice.

Products which you'd hardly expect to be featured in food-store displays: Admiral TV, Cannon nylon hose, Du Pont paints, Sunbeam mixmasters.

ing proofs of magazine and newspaper advertisements with the product or with other display material. Forty-seven percent say yes, 33% no, and 20% expressed no preference. In this particular, food merchants differ from druggists (52% yes) and most particularly from furniture-household-radio dealers, who were 74% in favor of making a close tie-in be-

tween the printed advertising and the product.

Another interesting difference between food merchants and druggists is that the latter are much more partial toward *symmetrical* floor stands. The score on this was 39% among the food merchants and 48% among druggists; 30% of the food merchants said "I like jumbled floor



"Window Shopping," the celebrated feature in House Beautiful Magazine, is written by Pat Guinan.

THE WOMAN WHO IS TAKEN FOR GRANTED mourns for the days when her husband wooed her with roses. The loyal employee, who only hears from his boss when things go wrong, dreams of a deserved pat-on-the-back. All of us have known the emptiness of doing something that merits praise—and getting nothing. And all of us have been guilty of this same neglect with others. But it's so easy to tell a husband the cellar has never looked so fine since he cleaned it... to make a special fuss over the child who brings home an improved report card. Deserving praise is sweet music. Be generous with it—and you'll be one of those rare women whom people like to do things for. Just as these 7 fine Buys like to do things for you!

21 DAYS UNTIL EASTER. 21 days to slim down so you'll look trim and glamorous in your Easter outfit! You can lose up to 15 pounds with safety if you follow the sensational Canadian MYNEX Reducing Plan. Without strenuous exercise, drugs or drastic dieting, MYNEX starts taking off ugly fat the first day! And you don't miss any meals, either. The trick is: Don't miss any MYNEX! The concentrated vitamin and mineral tablets keep you feeling in the pink while the fat disappears. The MYNEX Plan is so simple, safe and fast! MYNEX is available at all drug and department stores. A box of 63 tablets with full directions is \$3.

FREE

For FREE booklet, send post card to Pat Guinan, 63 Vesey St., New York 7, New York



"CALIFORNIA HERE I COME!" Whether you're traveling to or from Los Angeles, be sure to go by UNION PACIFIC Railroad. It's heaven on wheels! And be very sure to include the great National Parks of Southern Utah and Arizona on your trip: Zion, Grand Canyon and Bryce Canyon. The motor-bus circle tour—on a comfortable UNION PACIFIC Bus—beginning at Cedar City, Utah, is a spectacular experience. And you'll relax at UNION PACIFIC'S Grand Canyon Lodge that stands on the brink of the Canyon's Northern Rim—1,000 feet higher than the opposite rim. A FREE booklet, thrillingly illustrated in color, gives you an exciting preview of Zion, Grand Canyon, Bryce National Parks. Just send postcard to Pat Guinan, 63 Vesey St., New York City.



COMPANY COMING? Then plan to serve them Company Style Egg Sandwiches. They're just the thing for a teen-agers' jam session, or a TV party. And thanks to Miracle Sandwich Spread, they have a wonderfully "different" flavor that everyone loves.

Chop 6 hard-cooked eggs, mix with 1 cup diced celery and 1/2 cup Miracle Sandwich Spread. (This is the zippy spread that KRAFT makes from the one-and-only Miracle Whip Salad Dressing and special spicy relishes!) Add a dash of cayenne and salt and pepper if desired. Pile filling generously between cut rolls. Garnish with pimiento strips and serve with ripe and green olives to 6 hungry people.

Always keep a jar of Miracle Sandwich Spread on your shelf. And try it all by itself, too, as a delicious sandwich filler. It spreads so easily, it's a joy to use!

WHEN YOUR EYES FEEL BLUE... worn-out and "sticky" from overwork or lack of sleep... you can quickly give them a rested feeling with a cooling, deliciously soothing MURINE bath. Just two drops in each eye, and in a twinkling, they feel refreshed and wide-awake! MURINE'S 7 tested ingredients wash the delicate tissues beneath your lids as gently as a tear... and you can use it as often as you wish. But don't wait until your eyes beg for relief. Get in the habit of waking up your sleepy eyes with a morning bath of MURINE. Keep a bottle in your purse or at the office so you can freshen them during the day. And once again at bed-time. It's a very pleasant thing to do, because MURINE makes your eyes feel good!



## How to use "small space" ...in a BIG way!

Want a lot of readers...for a little money? Want continuity...on a small appropriation? Then hear the story of the chatty million-dollar column!

Every two weeks, Pat Guinan takes the 20 million readers of PUCK, the Comic Weekly, on a shopping tour called "Going to Town." It's the first 4-color shopping column in history!

Her chatter is gossipy, feminine, one-woman-to-another... and it's loaded with selling muscles!

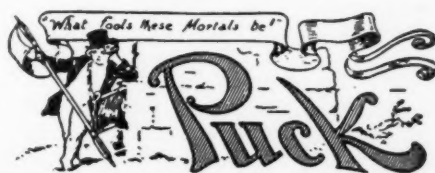
The readership, says Starch, is extraordinary... an average of 465 thorough readers per dollar is the latest available 3 months figure. The results, say advertisers, are even better! Just totaling up the mail returns to various ads, the first eighteen issues of 1951, produced an average return of 1,675 replies per issue!

"Going to Town" appears on Page 2 of PUCK, the Comic Weekly. Advertisers' positions rotate each time

— and no other advertising appears on this page or the opposite page.

There are no production costs—all art, copy and 4-color plates are absorbed in the space costs!

You just don't know how far a small budget can go—until you've talked to your PUCK representative about "Going to Town!"

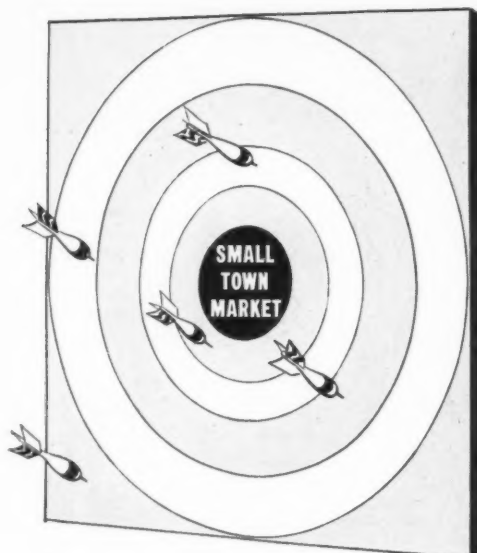


### THE COMIC WEEKLY

The Only NATIONAL Comic Weekly—A Hearst Publication  
63 Vesey St., N. Y., Hearst Bldg., Chicago, 406 Hearst Bldg., San Francisco

APRIL 1, 1952

## How to Miss a Major Market —prudently!



The easiest way to miss a major market is to omit Small Town America's own weekly from your advertising budget. This is false prudence. One of every 5 Americans live in Small Towns—and that 20 per cent is enough to make the difference between profit and loss for many a business.

GRIT is read by nearly 3,000,000 Small Town Americans, some of whom see no other news or family publication.

Once established by GRIT advertising, their brand loyalty is a great deal stronger than in the cities. And you escape the costs of coupons, sampling, deals and other 'hypos' common to sales warfare in the cities.

Cost of a schedule that will give you dominant space

in GRIT—and a *loyal* market in the Small Towns—is so low you'll be surprised when our representative shows you. Prudence that passes up a buy as economical and effective as this one is undue prudence that passes up a fifth of your potential market. "GRIT sells for its advertisers . . . it can sell for you."

### GRIT READERS BUY MORE

In many instances, GRIT readers buy more than city dwellers. For example, 90.9% of GRIT families buy floor wax as against 72.6% of urban families.

Figures from the GRIT 16th Reader Survey and Consolidated Consumer Analysis.



WILLIAMSPORT, PA.

SMALL TOWN AMERICA'S GREATEST FAMILY WEEKLY

stands," as against only 14% among druggists. . . . Only 16% of food merchants do not like floor stands and practically all of these gave "lack of enough room" as the reason; a few mentioned, "interferes with traffic."

When questioned about size, 55% of the food merchants said they liked small floor stands, 20% said they liked large. Their preferences on height were:

Under 30 inches high	14%
30 to 39 inches high	29.3%
40 to 49 inches high	26.1%
Above 50 inches	15.9%
No preference	14.7%

When the preferences on height were related to the preferences on width, it turned out that the combination most frequently mentioned was for a stand 30 to 39 inches high and not more than 29 inches wide. (Editor's note: It is probable that most of the size preferences were offered without benefit of a ruler or yardstick, and so sizes should be considered only as roughly approximate.)

### Location of Floor Stands

The Gould, Gleiss & Benn investigators took an inventory of the location of floor stands in the food stores:

Near store entrance	31.9%
At end of counters	47.8%
At end of aisles	38.2%
In front of counters	24.8%
Near check-out counter	38.2%
Next to posts	12.7%
In aisle	3.2%
Other	7.6%
Doesn't use	10.8%
No answer	1.3%

(The percentages add up to more than 100% because of multiplicity of floor stands.)

The use of counter cards was fairly evenly divided—55.4% yes, 44.6% no. Here again there is a striking difference between food merchants and druggists, since among the latter nearly 80% use counter cards.

Those who use counter cards were asked to comment on preferred dimensions. Those 6 to 9 inches high received 24% of the mentions, those 10 to 15 inches high, 26%. Those who preferred the very low card also preferred ones 5 inches wide or under—a really small card, while the favorite width for those wanting cards 10 to 15 inches high was 6 to 9 inches . . . about all that could be deduced from the answers to this question is that counter space is either completely lacking (as in many super markets) or is so limited that only small cards have much chance.



TABLE 2

# The Best Food Store Displays of 1951

Food-store owners and managers were asked, "Of all the 1951 displays, either window or inside-the-store, which one do you feel was the best from the standpoint of helping you to sell merchandise?"

	Number	%
Total Respondents	157	100.0
Coca-Cola	21	13.4
Kellogg	15	9.6
Del Monte	12	7.7
Kraft	10	6.4
Post	9	5.7
Canada Dry	9	5.7
National Biscuit	7	4.5
Procter & Gamble	6	3.8
Premier (Francis H. Leggett)	6	3.8
Pepsi-Cola	6	3.8

Others ranked best by several merchants were Aristocrat coffee, Armour sausage, Aunt Jemima, Babbitt, Birdseye, Borden, Brach, Camel, Campbell, Carnation, Chase & Sanborn, Cheer, Chesterfield, Colgate-Palmolive-Peet, Crisco, Crosse & Blackwell, Curtiss, Dennison, Diamond salt, Domino sugar, Dromedary mixes, Folger, General Electric bulbs, General Foods products, Green Giant, Guild wines, Heinz, Hershey, Hills Brothers coffee, Hormel chili, Hunt juices.

Also Ivory, Johnson's waxes, Kleenex & Kotex, La France, Libby products, Lucky Strike, Luzianne coffee, Modess, Manor House, Mars, Maxwell House, Miracle Whip, Nescafe, Northern tissue, O'Cedar, Old Gold, Parkay margarine, Pet milk, Peter Paul bars, Phillips products, Pillsbury, Rinso, S. S. Pierce, Sealtest, Scott paper, Snow Crop, Spry, Stokely, Sunshine, Super Suds, Surf, SwansDown, Swift products, Sylvania bulbs, Tender Leaf tea, Tetley, Tide, Trend, Van Camp's, Waldorf tissue, Westinghouse bulbs, Woodbury, Wrisley.

The respondents were asked about window streamers: 59% use them, 41% do not.

A generally similar vote was registered on the use of shelf cards—62% yes, 38% no.

Roughly similar was the inventory on decalcomanias: 54% use them, 46% do not. Of those who do use them, the use was fairly equally divided between store windows and the entrance door.

Forty-four percent of the food merchants had one or more permanent signs, of which non-illuminated metal signs were found much more

frequently than illuminated signs.

One merchant out of every five said he doesn't care how he gets his display material on manufacturers' advertised products, but four out of every 10 want the manufacturers' salesman to deliver the material and three out of 10 say, "with merchandise."

\* \* \*

The April 15 issue will feature the Gould, Gleiss & Benn-SM survey among druggists in 11 cities; the May 1 issue will feature a similar survey among furniture-household-radio dealers.



**RIPE**  
test market  
IDEAL FOR  
FOOD ADVERTISERS

## ROANOKE

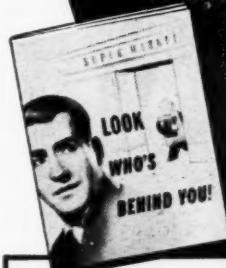
Have you heard about the new Roanoke Market Development Plan?

Now it's gone into effect, this compact, self-contained trading area has everything it takes to make it the ideal test market for food store products.

Isolation? Minimum penetration from outside newspapers? "Average Joe" people? Roanoke has all these things. And more!

More—because the new Roanoke Plan—directed to the food stores and wholesalers making more than 70% of the sales in this 16-county area—enables you to keep retailers better informed and to get greater dealer tie-in advertising support and co-operation.

No "rule of thumb" in  
**ROANOKE!**



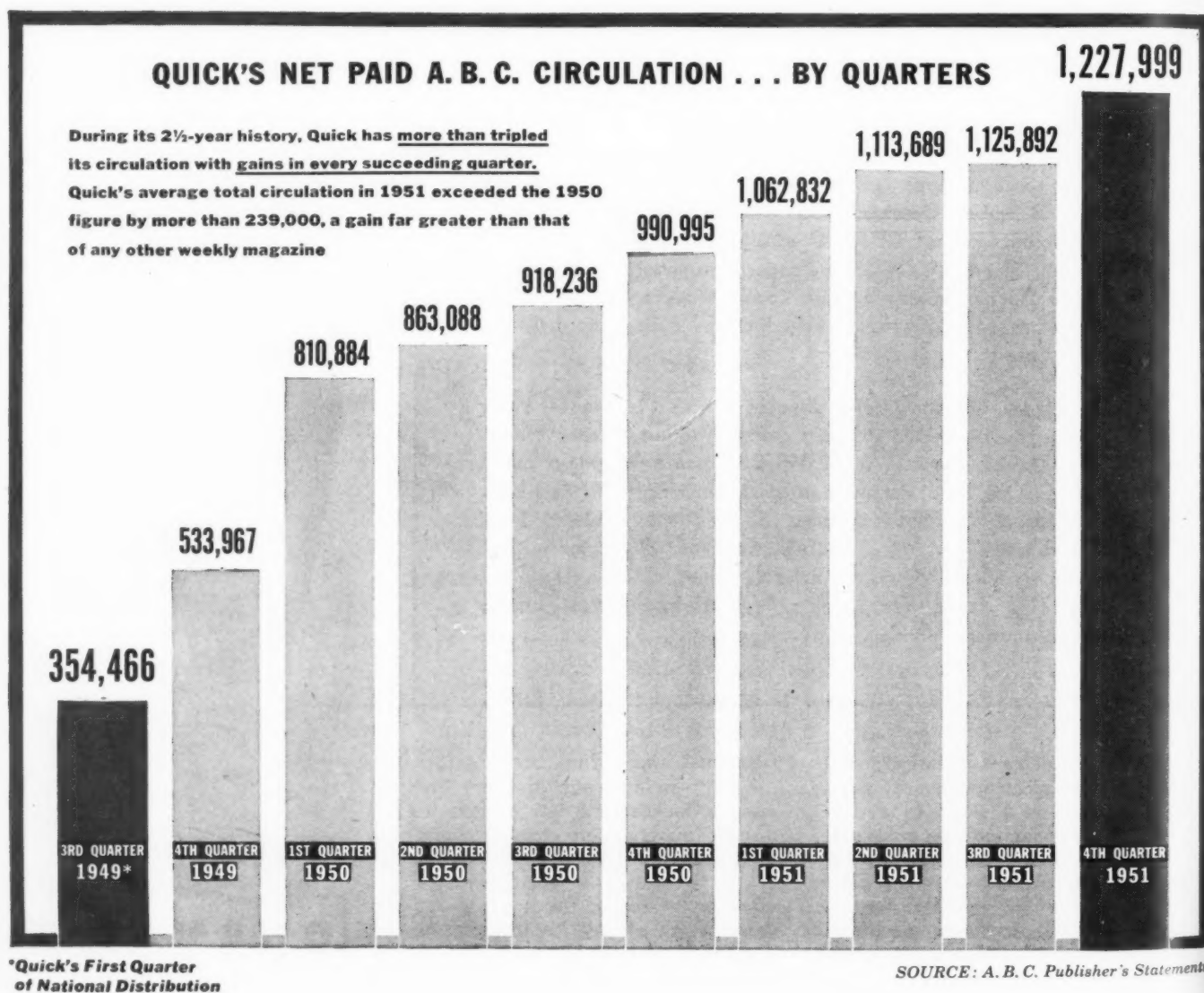
LOOK into the new booklet "LOOK WHO'S BEHIND YOU!" and you'll see why. FREE, of course! Write Sawyer, Ferguson, Walker Co., 60 East 42nd St., N. Y. 17 or

**ROANOKE**  
TIMES AND WORLD-NEWS

ROANOKE VIRGINIA  
SAWYER • FERGUSON • WALKER CO.  
National Representatives

# People want what

## *that's why* Quick



# Quick's got

## is growing so fast

**Quick's circulation is growing fast.** The Quick idea, the Quick tempo, are uniquely right for these times. Quick alone wraps up the week in a pocket-sized package that helps the busy reader to keep tabs on the world . . . on the significant, the dramatic, and the diverting . . . without spending too much time in the process. Quick not only makes the week's long story short, but readable, flavorful, and entertaining as well. That's why, in an era when many publications are browsed in rather than read through, Quick is read from cover to cover.

**And Quick's advertising is growing fast, too.** In 1951, Quick's first full advertising year, 67 advertisers placed 358 advertising pages, many of them keyed. This year business is better than ever—with advertising on the books for the first quarter of '52 up 25 pages over the first quarter of last year.



**The pocket  
news magazine  
busy people  
depend on**

**GARDNER COWLES, EDITOR**

APRIL 1, 1952



# TRAVEL

free as a bird  
with

**Flite-Niter**



Streamlined brief case —  
overnight bag combination  
for hi-speed executives.

**No bulky luggage  
No porter problems**

... yet everything you need  
is always right at your  
fingertips! FLITE-NITER holds all your business  
papers plus your personal needs for an out-of-  
town business trip. Compartments for shirts, un-  
derwear, pajamas, socks, ties, toilet articles.  
Genuine British Brown cowhide leather with scuff-  
proof plastic edging.

In sturdy deep-buff cowhide leather—\$34.50\*

In top grain cowhide leather—\$42.50\*

\* Plus 20% Federal Excise Tax

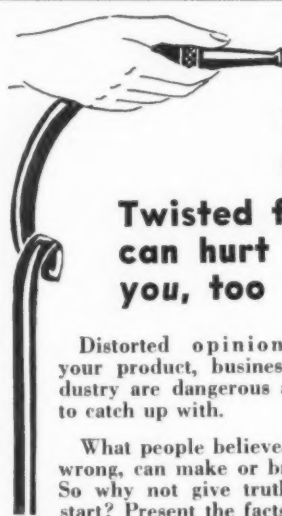
Mail your order now! ... or write for  
descriptive folder!

Attachments  
snap out  
instantly.

**d o r c o**

INCORPORATED

20 E. JACKSON BLVD. • CHICAGO 4, ILL.



## Twisted facts can hurt you, too

Distorted opinions about  
your product, business, or in-  
dustry are dangerous and hard  
to catch up with.

What people believe, right or  
wrong, can make or break you.  
So why not give truth a head  
start? Present the facts, first, to  
the people who influence public opin-  
ion in every community in America.

Tell your story to the public school  
teachers and school administrators  
who guide the attitudes and beliefs  
of more than 26,000,000 youngsters  
... and whose influence extends be-  
yond the classroom to millions of  
parents and other adults.

You reach more teachers in the 44  
State Teachers Magazines. Total cir-  
culation is 839,934. Get the complete  
story in free folder, "My Teacher  
Says ..." Write for it, to Georgia C.  
Rawson, Executive Vice President,  
State Teachers Magazines, 309 N.  
Michigan Ave., Chicago 1, Illinois.

# Worth Writing for...

Booklets, Surveys, Market Analyses, Promotion Pieces  
and Other Literature Useful to Sales Executives

## More Sales without More Sales-

**men:** A booklet put out by Perry-  
graf Corp., explains four ways to get  
more sales with slide-charts especially  
designed for individual selling prob-  
lems. Here's what they can do:  
Offered in advertising, they draw in-  
quiries from cream prospects. The  
prospect can quickly and easily find  
out something he wants to know be-  
fore he buys. Salesmen's effective  
working time is increased with a  
slide-chart that does away with pencil  
work, thumbing through hand books,  
figuring out specifications. They can  
be moving pictures showing the actual  
operation of a piece of equipment,  
graphically presenting the sales mes-  
sage. Included are 38 large pictures  
of specially designed slide-charts for  
such companies as General Electric  
Co., U. S. Rubber Co. and Allis-  
Chalmers, and a long list of typical  
slide-charts. Write to Robert Silvert,  
Sales Manager, Perrygraf Corp.,  
Maywood, Ill.

## The Second Pan American Con-

**gress of Pharmacy:** A report on  
the Congress held in Lima, Peru,  
during December, 1951, and on busi-  
ness conditions in Peru and Panama,  
by Richard T. Turner, editor *El*  
*Farmacutico and Pharmacy Inter-*  
*national*. Some of the highlights: The  
International Pharmacopeia of  
World Health Organization will be  
adopted with a Pan American supple-  
ment—a step toward standardization  
of drugs on a world basis. The Pan  
American Federation of Pharmacy  
was organized. This will integrate  
the work of all pharmaceutical or-  
ganizations of the Hemisphere and  
work toward raising educational  
standards for pharmacy. The Con-  
gress recommended that a National  
Formulary be established in each  
country, patterned along the lines of  
our own National Formulary. For  
copies of the complete report, write  
to Richard T. Turner, Editor, *El*  
*Farmacutico and Pharmacy Inter-*  
*national*, 330 W. 42nd St., New  
York 18, N. Y.

## Retail Stores and Sales in Clevel-

**and's Cuyahoga County:** A 60-  
page special report put out by Real  
Property Inventory of Metropolitan  
Cleveland. It shows the number of  
stores, dollar-volume of sales, the  
sales per store and the percentage of  
sales, families per store, the stores per  
1,000 families, and the sales per fam-  
ily for each of 28 types of retail  
stores located in each of 24 Clevel-  
and areas, in Lakewood, and in the  
rest of the county. The report is  
based on a special tabulation prepared  
by the Bureau of the Census from  
the latest Census of Business and  
from data locally collected by the  
Cleveland Real Property Inventory.  
The 24 areas are based on combina-  
tions of census tracts, which makes  
it possible to study retail trade in the  
downtown business district as con-  
trasted with the total county or with  
any one of a number of the parts of  
the county. Write to Howard Whip-  
ple Green, Director, Real Property  
Inventory of Metropolitan Clevel-  
and, 1001 Huron Road, Cleveland  
15, O.

## Rules for Acceptance of "Sales-

**men Wanted" Ads:** Newspapers  
have their do's and don'ts for blind  
ads and for those in which the ad-  
vertiser prefers not to go into detail  
publicly, and in recruiting salesmen  
through this medium, it is well to  
check first to prevent misunderstand-  
ing. *The Philadelphia Inquirer* rules  
provide a good example, and an ad  
that meets them would probably be  
accepted by most newspapers. They  
include statements of salary, commis-  
sion, drawing account, bonus, salary  
and commission, salary and bonus,  
commission and bonus; statements  
such as: "Salary if you qualify,"  
"Guaranteed earnings," etc.; adver-  
tisements requiring a bond, purchase  
of merchandise, or sales kit, or a de-  
posit; offers of home work. Write to  
J. H. Hopkins, Manager, Classified  
Advertising, *The Philadelphia In-*  
*quirer*, Philadelphia 1, Pa.

# cost sound movies!!!!

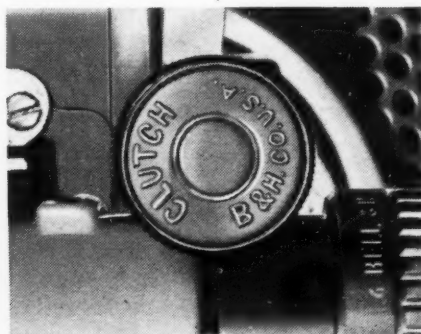


What you save on your first sound film will more than pay for the cost of equipment. With your Filmosound 202, you can add sound to old 16mm silent films...new sound to a film with an obsolete sound track...and project any 16mm movie, silent or sound, black-and-white or color.

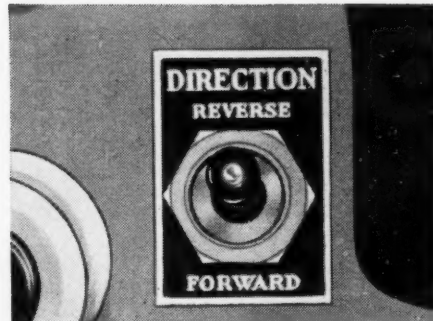
Use the coupon for full details on how you can use magnetic sound movies... how economical it is to own the Filmosound 202. Or see your Bell & Howell dealer today! Ask for a demonstration!



**Interlocking feature** prevents accidental erasure of recordings. This button must be pressed to put machine in recording position, and only then will previous recording be erased. Simple controls make the Filmosound 202 almost foolproof.



**"Clutch"** permits stopping film with picture on screen for "cue" marking. Optical and magnetic sound pick-up, record and erase heads are all positioned together as a unit. Synchronization of sound with picture is easily achieved.



*Easy as talking on the telephone*, you record sound onto magnetic track while projecting picture with Filmosound 202. Instant playback or correction of recording errors with flip of reverse switch. Magnetic sound track will last for life of film.



Add sound to silent 16mm film, then play back at silent speed to retain normal action. Add new sound to optical sound film without harming original sound track. Change from magnetic to optical track without varying sound quality. Musical background and sound effects easily mixed with voice.

*You buy for life when you buy*

## Bell & Howell



**Guaranteed for life:** During the life of the product, any defect in workmanship or material will be remedied free (except transportation).

**Bell & Howell**  
7190 McCormick Road, Chicago 45, Ill.

Please send me, without cost or obligation, complete information on the new Filmosound 202 recording projector. I am interested in its use for:

- |   |                                  |
|---|----------------------------------|
| <input type="checkbox"/> Church             | <input type="checkbox"/> School  |
| <input type="checkbox"/> Industry           | <input type="checkbox"/> General |
| <input type="checkbox"/> 70-DL Movie Camera |                                  |

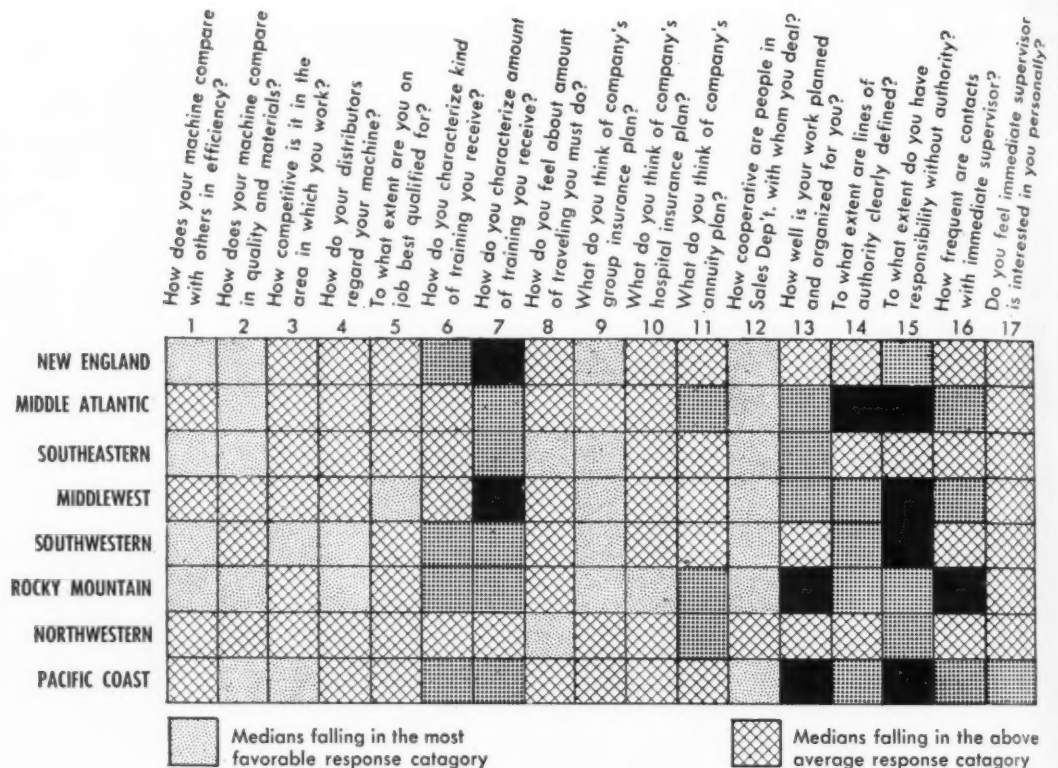
Name

Address

Organization (if any)

City  County  State

## Each Territory Has Its Own Pattern



## You Can't Cure Excessive Turnover Until You Know What Causes It

You think you already know why so many of your salesmen fail or just drift away? If you're typical, you don't—your communications are too weak. But you can pinpoint the sources of infection—there are at least five major sources.

Excessive turnover in a sales organization, because of its cost, tangible and intangible, is a matter of grave concern to management. It creates a temptation to seek for simple, inexpensive and foolproof panaceas. Few have proved efficacious. The causes of turnover are so varied

and interrelated that no single factor produces it. And no single device will eliminate it.

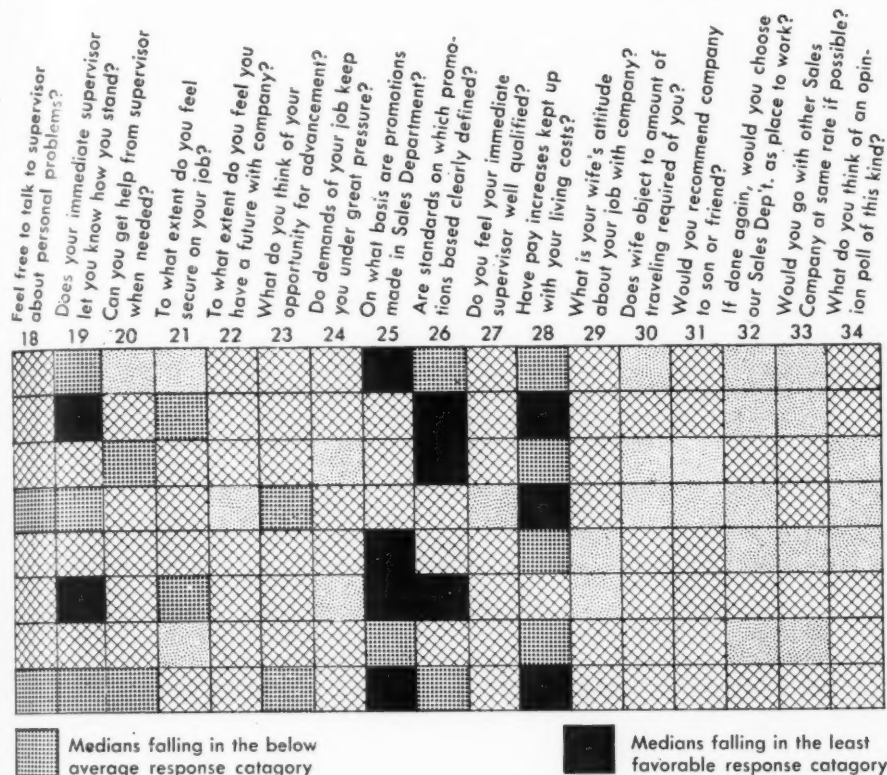
Two of the most important and least commonly recognized determinants of turnover are *the basic attitudes and philosophy of top company management*, which, in turn, color

the thinking of all intermediate supervision.

If top management is strictly authoritarian and regards its field sales personnel as so many units of manpower to be treated with the same not unkind but remote air of disinterest ordinarily reserved for children and pets, it always will have poor morale and, in consequence, turnover. If it unscrupulously and mercilessly exploits its sales representatives, its turnover always will be excessive. This condition explains why many organizations have so much difficulty in recruiting new sales personnel; their reputations have preceded them. It also explains



# of Dissatisfactions that Breed Turnover



the growth of salesmen's unions in a number of fields of selling.

Ironically and paradoxically, some of the worst offenders at all levels in sales management are not usually aware of the extent to which they themselves are the authors of their difficulties. They are not intentionally indifferent to their sales personnel; they have too many other problems which distract them from a proper interest in their subordinates. Furthermore, *their* philosophy of sales management is authoritarian because that is the one to which they have been trained; *their* superiors treated *them* in that way. They have not learned that times have changed, that people are more stable, happier and more productive when they have at least some small voice in their destinies.

Likewise, no members of top sales management believe they are wilfully exploiting their people. They are quite sincere in this. It is too easy to ascribe the salesmen's failures to

faults inherent in *them*. Even where 70 or 80 or 90% of those who start as salesmen or saleswomen leave within months and have practically nothing to show for their efforts, sales management's conscience is clear. It wasn't *its* fault that only one out of 14 of those who started ultimately succeeded. The fact that *one* out of 14 had the peculiar combination of personal attributes and luck which enabled him to make a living on the job blinds company management to the fact that it is asking what is actuarially almost the impossible for the overwhelming majority of those who try to sell its products.

Finally, even the best of top sales management tends to be well insulated from the realities of life in its own field organization. In theory, it has in its chain of command, extending from the home office to the humble door-bell pusher or contact man with the trade, a clear two-way channel of communication between itself

and all of its employees in the field. Most members of top management sincerely believe that it keeps them adequately, if not fully, informed of the problems, sentiments and needs of all levels of field personnel and, conversely, keeps the field staff sufficiently advised of management's policies, practices and the state of the business.

In reality this is rarely, if ever, the case. There are too many barriers to clear vertical communication. Chief of these is the natural tendency for middle supervision, both in the field and at the home office, to be

**BY ROBERT N McMURRY\***  
 Robert N. McMurry & Co.

\* This is the second of a group of three articles by Dr. McMurry on the salesmen's turnover problem. The first appeared in SALES MANAGEMENT for March 15. The third will appear April 15.



## for puzzled sales managers

... who want answers in  
today's fast-changing market

... these are some of the na-  
tional advertisers who have  
pretested Burgoyne's pre-  
testing for you ...

... one advertiser used Bur-  
goyne store panels in Peoria,  
Grand Rapids and Syracuse  
to get answers.

... whatever your new pro-  
gram ... have it evaluated by  
over-the-counter sales ...  
before you ask Management  
to back it nationally.

... if you really want down-  
to-earth dependable sales re-  
search ... write Burgoyne.



primarily concerned with its own security and status and to have little genuine regard for the problems and welfare of subordinates. In consequence, it is primarily engaged in impressing its supervision with the superlative job which it is doing. This sometimes necessitates keeping unpleasant realities from management's attention. Anything which might reflect adversely on the supervisor must be carefully kept hidden. In the downward direction the same process plays itself out, but in reverse. Here, for reasons of status ("It is none of their business."), subordinates are not told of the reasons for company policy, the state of the business or the outlook for the future. In short, they are treated as outsiders—at least outside the charmed inner circle next to management.

Hence, top sales management—and for that matter all management—in its blissful state of isolation is free to indulge in wishful thinking personnel-wise, unhampered by a knowledge of what is actually happening in the field. It wants to believe that its policies are sound, that the administration of these policies is fair, and that everyone in the organization is reasonably content and eager to do the work assigned to him to the best of his ability. Unless there is such universal and inescapable evidence of poor morale that it cannot be concealed, top sales management is encouraged in every way to continue to live in this dream world undisturbed by a knowledge of the realities in the field.

Most sales managers sincerely desire to keep closely informed of the effects of their policies and of conditions in the home office and field that influence the morale of their sales

staffs. In many cases, unfortunately, there are too many "distances" between them and their people. These distances are of many kinds: geographical, status, economic, educational and occupational. Regardless of their nature, the net effect of these distances is effectively to isolate top sales management from the realities of what actually goes on in the organization. The sales manager becomes the prisoner of his position, barred by his subordinates from knowing, on a continuing basis, the whole truth about his people.

## Blind Assumptions

This blindness of men at the policy-forming level in sales work to what is actually going on below them is often a barrier to constructive remedial action. If they are kept in ignorance of the state of their people's morale and conditions which are destructive to it, they lack incentive to take positive steps toward correction. This is entirely independent of the natural tendency of all executives to wish to believe that everything in the field is in good shape. Most senior sales management tends to assume that all is well until it is forcibly and inescapably informed to the contrary. One of the earliest and most persuasive symptoms is excessive turnover. Its effectiveness as a stimulus to action is often lessened by the ease, with which subordinates can attribute it to factors outside their control; that is, the labor market, the attitudes of young people, etc.

If turnover is to be combatted effectively, its source must be found. Unfortunately, as a rule it has more

# The BIGGEST rural and small town AUDIENCE in Mid-America

More rural and small-town homes are tuned in to KCMO than to any other station in the area—according to the newly-completed Conlan "Study of Listening Habits" in Mid-America. Your message on KCMO reaches them through programming planned to fit their needs. It's a big, prosperous, loyal audience—and you can reach it best with KCMO.



# KCMO

50,000 WATTS • 810 KC.

125 E. 31st St., Kansas City, Mo.

or THE KATZ AGENCY

SALES MANAGEMENT



# THEY'RE ALL SALESMEN



You can't tell a distributor salesman from a manufacturer's salesman but they have a common bond in an important job . . . selling products.

In evaluating both groups some are credited with more ability than others. The national average sales volume of a distributor salesman is \$240,000 annually.

In many cases this volume is equal to or greater than that produced by manufacturer's men.

However, both selling groups are dependent upon sales training in order to continue as producers.

Too many times a manufacturer appoints a distributor without realizing that from that time on the distributor salesmen are an important part of his organization . . . they are actually his sales force selling at the local level.

To keep this group fully informed and well posted requires careful planning. For best results, they must be treated with the same consideration and understanding that a manufacturer gives his own men.

In many cases the help given to the distributor group is limited to literature, data sheets, sales helps and informative ads in *Industrial Distribution*.

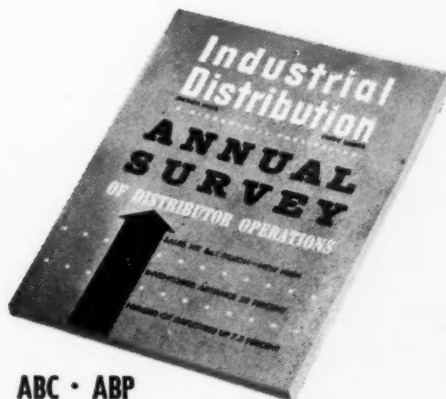
Stop today and give consideration as to what additional help you can give distributor salesmen so they in turn can help you.



The only magazine published primarily  
for distributors and their salesmen.

## Industrial Distribution

A MCGRAW-HILL PUBLICATION  
330 WEST 42nd STREET, NEW YORK 36, N. Y.



ABC • ABP



**A tailgate  
is O. K. here ▶**



**BUT NOT ON A**

**Mayflower**  
**MOVING VAN**



▶ Furniture never rides on a tailgate when you order Mayflower Moving Service . . . because Mayflower vans have no tailgates! Everything rides inside, safe from damaging weather, in specially-built, weather-proof vans. Mayflower takes every precaution to protect your employees' goods; nothing is left to chance. Be safe! Move the Mayflower Way. It costs no more!

**"AMERICA'S FINEST"**  
**Long-Distance Furniture Movers**

**AERO MAYFLOWER TRANSIT COMPANY • INDIANAPOLIS**

than one cause. Poor morale which is the principal underlying factor in most turnover represents nearly always the cumulative end result of many adverse conditions which are of long standing. Therefore, to expect to find a single or simple source is pure wishful thinking. It is imperative for sales management to put aside any preconceptions it may have, to be willing to face facts no matter how unpleasant they may be and to adopt a completely objective attitude toward the problem. This is easy to recommend, but difficult to put into practice: There are too many threats to middle management's personal security and interests which a thoroughly objective study will offer.

The number one step in endeavoring to reduce turnover is to make sure that top sales management will support a genuine fact-finding study: one which will determine the real causes of the difficulty, letting the chips fall where they may, without regard for traditions, personalities, rank or the extent to which supervisory weaknesses may be revealed at all levels. Without this support, the study will quietly but quickly be sabotaged; it will be too dangerous to too many. On the other hand, without such a study, the true causes of turnover may never be revealed.

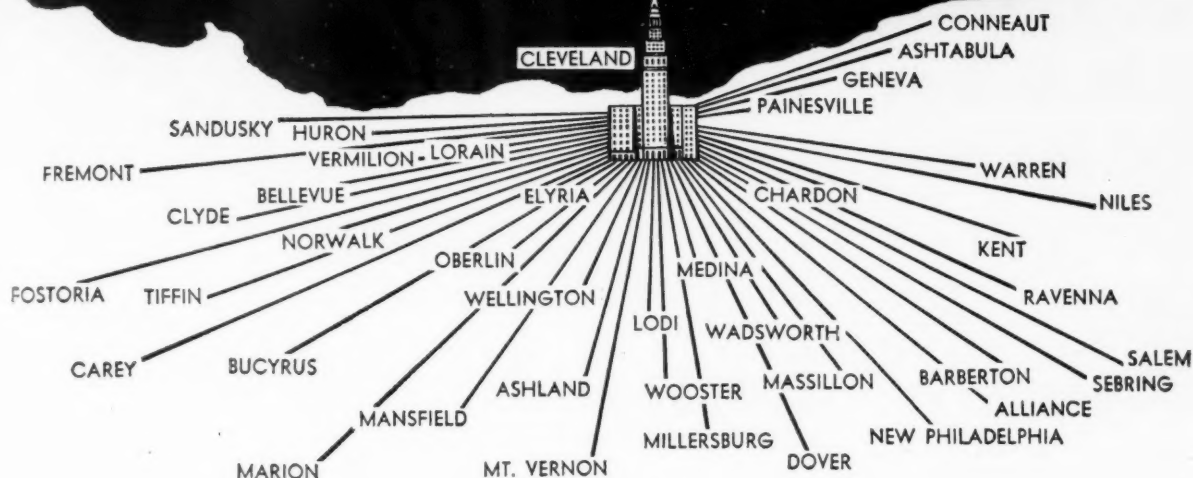
#### **5 Turnover Causes**

As has already been pointed out, at least five—often more—factors may be contributing to turnover. They are:

1. Improper selection and placement
2. Insufficient training
3. Inadequate or inequitable compensation
4. Failures of internal communication
5. Disinterested or incompetent supervision

To ascertain which of these are contributing to turnover, a systematic audit should be made of each of the five aspects of sales personnel administration. If there is reason to believe that other factors are contributing to turnover, they also should be investigated.

Any remedial study must first determine the actual amount of turnover and where it exists. This is done by making a careful statistical analysis of the per cent of those employed in each unit or territory who have



The Cleveland Plain Dealer delivers a  
**SUNDAY PUNCH**  
**EVERY DAY**  
 in this 4 billion dollar market!

Day after day, the Cleveland Plain Dealer penetrates this rich 2-in-1 market... greater Cleveland and 26 adjacent counties\*. In this prosperous northern Ohio city-wise trade area, where effective buying income goes beyond the four billion dollar mark and total retail sales approach three billion, *one* great metropolitan newspaper, The Plain Dealer, strengthens dealer support on the local level at *one* low cost.

*The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.*

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales . . . . .	\$1,547,706,000	\$1,222,735,000
Food Sales . . . . .	392,224,000	290,386,000
Gen. Merchandise Sales . . . . .	235,613,000	100,135,000
Drug Sales . . . . .	47,691,000	26,515,000
Furn., Hsld., Radio Sales . . . . .	81,637,000	57,977,000
Eff. Buying Income . . . . .	2,484,344,000	1,794,240,000

\*Akron, Canton, Youngstown not included.

Figures—Sales Management Survey, May, 1951



**CLEVELAND**  
**PLAIN DEALER**

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles  
 A. S. Grant, Atlanta

# Canton, Ohio is a Key DRUG Market



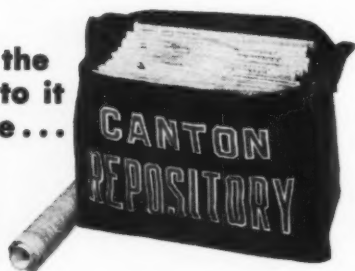
## DRUG Sales are 25.5% above National Average

**Key Facts:** Canton families spend \$104 on drugs per family, per year. The national average is \$83; the Ohio average \$81.

The 83,292 families in the Canton Metropolitan area spend \$5,895,000 on drug products alone.

One newspaper, the Repository, covers this market — 96.7% city zone coverage; 99.4% home delivered.

and the  
key to it  
is the ...



A Brush-Moore newspaper, represented nationally by Story, Brooks & Finley

left, the length of time they have remained with the company, the extent to which there are differences in turnover from one territory to another and, insofar as possible, the reasons for separation. This latter question is difficult to answer reliably because few companies conduct searching exit interviews and reasons for leaving obtained on any other basis are nearly always so superficial as to be meaningless.

Unfortunately, a statistical analysis of this character rarely gives any clue to the *causes* of turnover. All that it provides is a quantitative measure of the extent to which it has taken place and where it is most serious.

Nevertheless, some preliminary indications of casual factors sometimes can be obtained. If certain individual territories show a disproportionately high degree of turnover, comparisons may be made among them with respect to:

1. Working conditions: Distances to be traveled and extremes of weather may make selling much more difficult in some parts of the country than in others.

2. Competition and territory potentials: Competition may be keen; the territory may be a pioneer one; it may have been "burned up" by preceding sales representatives or it may simply lack potential.

3. Quality and competence of supervision: Where working conditions and territory potentials do not appear to be factors, it is probable that differences in supervision may account for variations in turnover among territories.

A survey such as the foregoing will provide preliminary clues to the causes of turnover. However, it must be supplemented by two other types of fact-finding procedures, to ascertain *all* of the factors and to permit the visualization of field conditions in true perspective. They are:

1. An opinion poll taken with everyone in the field sales organization, including supervision.

2. A systematic appraisal (merit rating) of each level of field supervision by the level immediately above it.

These two supplementary steps will be discussed separately, one in the discussion that follows, the other in the third article in this group, in **SALES MANAGEMENT** for April 15.

One of the major contributors to turnover is the failure of communication between rank-and-file sales representatives and top management. When the salesman has a complaint, legitimate or imaginary, he rarely can bring it to top management's attention. Under such circumstances, it is natural that he becomes discouraged, frustrated and dissatisfied. His morale deteriorates and he begins to look about for another connection. Since in a tight labor market such as exists today jobs are plentiful, it is usually easy for him to find another position. Hence he may be tempted to move. This is particularly true of the more aggressive and ambitious men and therefore the most desirable of the field sales personnel.

### What People Think

It is therefore imperative that a clear channel of communication be provided from the lowest levels in the organization direct to top echelons of sales management. The opinion poll provides this channel. It offers a medium to transmit attitudes and problems of the rank-and-file directly to top management. It yields a quantitative and, to a lesser extent, qualitative cross-section measure of employee morale throughout the entire organization, embracing each unit or territory and each level from the bottom to the top echelons of middle sales supervision. Its findings will inform top sales management of:

1. Where dissatisfaction exists
2. The extent: the degree, of this dissatisfaction
3. The conditions that are creating these dissatisfactions

To obtain a representative picture of employee attitudes, it is necessary to include in the poll questions which cover at least the following topics and areas:

1. The product
2. Working conditions
3. The training provided
4. Opportunities for advancement
5. Company advertising and sales promotion
6. Relations with the home office
7. Communications within the company





## what you should know about married women

We all know that there has been a record number of marriages in the past ten years — capped by an all-time record in '51.

We know that this has changed the population and marketing picture, drastically and irrevocably.

But do you know the true picture?

*For instance—in 1940, only 22% of girls 18 and 19 years old were married. In 1950, it was 32%.*

*In 1940, according to the census, half of the girls 20 to 25 were married. In 1950, it was two-thirds!*

*And with women 25 to 35, 85% of them are now married, almost all before they're 30.*

Look at your advertising. Are you aiming right?

If you have the slightest doubt, we offer a suggestion. Modern Romances provides you with America's Youngest Married Woman Audience — 77% married with a median age of 23. In fact, almost two-thirds of Modern Romances' married readers are under 25! And they have the income to buy.

*This is the heart of the young married market — it's yours to sell.*

*America's Youngest Married Woman Audience*  
% modern romances

Dell Publishing Company, Inc., 261 Fifth Avenue, New York 16, N. Y.



8. Compensation, including car allowance, etc.

9. Quality and competence of supervision

10. Management and management policies

Polls of this character are best administered to the field sales force and supervision when they are gathered at a meeting. Everyone participates. A senior executive explains the purpose of the poll and outlines the procedure to be followed in its administration and in the analysis of the findings. He particularly stresses the extent to which the identity of each participant will be protected. (If the employee is not absolutely convinced that his identity will be protected he will "pull his punches" in answering questions for fear of later reprisals by his supervisors or top management.) For this reason, the participants are allowed to select the poll questionnaires themselves from a pile on a table; the forms ask no identifying questions (age, length of service, territory, etc.); they are unsigned; they require no writing and after they have been completed are placed in a ballot box, in which they are thoroughly mixed.



Supervisory units are discriminated by having separate ballot boxes. At least 10 questionnaires are put in each box to insure the anonymity of those polled. Supervisors have a special questionnaire and a box of their own. In many instances, it is ex-

plained that none of the individual poll forms will be seen by management; each will go direct to tabulators who are usually outsiders. All that management will see will be the final over-all tabulations.

Mailed questionnaires are not used because at best not to exceed 80% are returned—often not more than 20%. They are often filled out in collaboration with other salesmen and family members and the employees feel that the forms are keyed—many are—and that they can be identified by the postmark on the envelope.

The questions used are of the multiple answer type. A typical question:

"The product training given me covered:

"1. Everything I need to know—

"2. Nearly everything I need to know—

"3. Some but not all of the things I need to know—

"4. Few or none of the things I need to know—"

In most polls the questions are limited to 30. This permits coverage of all major areas of possible dissatisfaction. The inclusion of multiple

## What Kind of Reader Are You?

(Editors *have* to be curious folks . . . and we at SALES MANAGEMENT wish we could look over your shoulder as you read this issue. . . . Next best is to ask you to tell us *how* you read it. We'll make it easy for you. . . .)

### Are You a Thumber?



Did you start from the *front* and stop when you found something interesting? Yes. . . . No. . . . ; Or did you start from the *back* and work forward? Yes. . . . No. . . . ; Or did you consult the Table of Contents? Yes. . . . No. . . .

### What Was the First Stopper?



What was the page number of the first item (article, picture, department, ad—or whatever) which you stopped to read? . . . . The next one? . . . . The third? . . . .

### Do You Have Any Pets?



Perhaps you have a habit of turning first to a regular department(s)? Yes. . . . No. . . . If yes, which one(s)? . . . .

Thanks. Sign your name, title, and company on the margin—or not—just as you prefer. Return to: The Editor, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

### What Does SM Look Like When You're Through?

(Let's take this issue as an example)

1. Are you filing any articles? Yes. . . . No. . . .
2. Are you sending any to associates? Yes. . . . No. . . .
3. Are you "passing on" the entire issue? Yes. . . . No. . . .
4. Or will it go into your personal file? Yes. . . . No. . . .



### Here's a Chance To Really Let Go:

During the period I've been a reader:  
SM has become more interesting . . . .  
You've just about held your own . . . .  
Sorry to tell you—but you're slipping . . . .



### What Do You Think of "Sales Meetings?"

The new quarterly, part 2 of this issue, looks:  
Very interesting . . . .  
Of some interest . . . .  
Of no interest to me . . . .



# Pathfinder sells ideas where ideas are wanted



People buy ideas first . . . sales of merchandise follow. By its editorial content, Pathfinder seeks out people who are looking for ideas. Twice each month, to a nationwide family audience of thinking men and women, Pathfinder brings news and views on products and people, business and Government.

No other magazine of comparable character majors in Pathfinder's market . . . a market where more than half the home-owning families of America live . . . families who have great needs and great buying power.

If you sell products or services through ideas, Pathfinder will extend your coverage into an important new market of thinking people. That is why an ever-increasing number of important companies are adding Pathfinder to their national advertising programs.

*Graham Patterson*  
Publisher

Washington Square, Phila. 5, Pa.

Reach More Thinking Americans . . . Buy

## Pathfinder



questions on a given topic is rarely fruitful because of a marked "halo" effect in the answers received; that is, if the employee has a negative attitude toward a phase of his work, *all* of his responses relative to this topic will reflect this feeling on his part.

When the findings are tabulated, it becomes possible to prepare a "measles" chart (see pages 54 and 55) which presents graphically a summary of the findings by questions and individual units polled. (If the median response to a given question falls in the "1" or most favorable category, the square is left blank; if it falls in the "2" or above average category, it is lightly cross-hatched; if it falls in the "3" or below average category, it is more heavily cross-hatched and if it falls in the "4" or least favorable category it is shown in solid black.) In this manner it becomes possible to see at a glance which groups have high and which have low morale and to ascertain not only the areas of dissatisfaction but the relative significance of each in contributing to good or poor morale.

Where these findings indicate a low level of morale in a particular group or groups or certain factors—training, opportunities for advancement or supervision, are criticized by

nearly all of those polled—follow-up interviews with those who indicate dissatisfaction may be indicated. Here staff representatives of top management invite employees from these groups to sit down with them and informally talk out their attitudes toward the questions upon which the most dissatisfaction has been expressed. These staff representatives also stress that the identities of those interviewed will be protected. Under these conditions little reluctance is encountered in eliciting detailed information relative to the nature and causes of employee dissatisfactions which have been indicated.

### Hidden Dissatisfaction

The chief advantage of the follow-up to the formal poll is its flexibility. The non-directive technique of questioning is used: Employees are encouraged to discuss whatever is uppermost in their minds. As a result, their comments cover a wide range and usually tend to refer to quite specific incidents. Brought to light are problems which never could have been anticipated and covered in framing an opinion poll. Typical of such findings was the discovery by one

sales organization that one of its supervisor's unpopularity grew out of the fact that he discriminated against all veterans in his unit because his own son had been rejected by the services as a 4F and as such had been subjected to ridicule and humiliation.

In another instance, it was discovered that the reference to "\$2, 100,000 in *undivided profits*" in the company annual statement had been interpreted by many employees as evidence that management was wilfully and selfishly withholding money which they felt was due them in wage increases. Where the formal poll yields a *quantitative* index of the extent, intensity and general causes of employee dissatisfaction, the follow-up interviews add the *qualitative* component necessary to provide a well-rounded picture of the state of employee morale in the field.

(This is the second of three articles by Dr. McMurtry dealing with the magnitude and complexities of the salesmen's turnover problem, and what can be done to get an adequate factual basis for remedial action in any specific company. The first article, "Let's Talk Turkey about the Salesmen's Turnover Problem," appeared in SM for March 15. The third article will appear April 15.—The Editors.)

## "This is the size we send to the Growing Greensboro Market"



YOU GET BIG-DOLLAR RETURNS on your investment in the Growing Greensboro Market—in North Carolina, South's No. 1 state! . . . Buying power in the 12 key counties of the Growing Greensboro Market is \$667-million, 1/5 of the state's total, accounted for by 1/6 of North Carolina's 4-million population! The Greensboro 12-County ABC Market likewise has 1/5 of the state's \$2¼-billion retail sales . . . To make the most of this major market where you get big-dollar returns—use the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Greensboro 12-County ABC Market, with selling influence in over half of North Carolina!

*Greensboro  
News and Record*

GREENSBORO, NORTH CAROLINA

Represented Nationally by  
Jann & Kelley, Inc.



# Tools for Selling



**CURBSTONE KITCHEN:** To supplement and reinforce showroom selling, dealer salesmen of Hotpoint, Inc., motor around their territories with these mobile display trailers tagging along behind them. Trailer holds eight units of custom-matched commercial cooking equipment for on-the-spot demonstration, making possible the selection of kitchen appliances at food-service operators' doorsteps. Appliances contained within the unit can be lifted out of the trailer and brought into the restaurant, or can be connected to current while in the trailer itself. With 100 trailers in use nationally, Hotpoint hopes to eliminate costly loss of time incurred in visiting dealers' showrooms. Display developed by Commercial Equipment Dept., Hotpoint, Inc., 5600 W. Taylor St., Chicago 44, Ill.



**STORY BOOK:** Stewart-Warner's Alemite Division has wrapped up its advertising story for 1952 in an illustrated easel binder so that Alemite salesmen and distributor salesmen calling on dealers can use the eye as an inroad to conviction, emphasis and clarity. Putting an abstract story into simple, graphic form is the secret, Alemite believes, of economy in time, words, money. A quick word or two is all that is necessary to supplement illustrations on each page. Binder is set up easel style on prospect's desk. Made by Sales Tools, Inc., 1700-08 W. Washington Blvd., Chicago 12, Ill.

dynamic new tool for selling . . .  
blacklight activated  
**FLUORESCENT  
CHALK . . .**



Spark your talks at . . .

- sales meetings
- dealer presentations

Writes on any board surface

Blacklight fluorescent chalk **4.95**  
Set of six radiant colors . . . **SET**

42" chalkboard Blacklight **19.95**  
**EA**

All prices F.O.B. plant N.Y.C. 392 Bleecker St.

**NORCO MANUFACTURING CO.**  
Manufacturers of Blacklite and Scientific Instruments  
392 BLEECKER ST N Y C 14, N Y AL 5-4062



*The Greatest Easel Ever Built*

Designed for use with the large paper writing pad—which we stock. Also ideal for great big charts, small charts and flip-over charts. Folds up in a jiffy.

Manufactured exclusively by

**ORAVISUAL COMPANY, INC.**

68 Jackson Street Stamford, Conn.  
WRITE FOR DESCRIPTIVE CIRCULAR



# STEREO-REALIST PUTS COLOR INTO YOUR SALES



"REALIST color slides make our selling job easier-- really interest people in modernizing their offices."

says Edwin A. Forrer

President  
Forrer Equipment Co.  
Milwaukee, Wis.

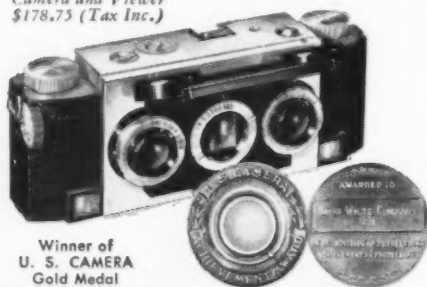


THREE-DIMENSIONAL pictures taken by the Stereo-REALIST Camera and shown to prospects in a REALIST Viewer are used by 42 members of the Executives' Office Furniture Guild of America. Mr. Forrer reports unprecedented customer response to this vital, new selling aid.

REALIST slides exactly portray products in amazingly realistic depth and full, natural color. Buyers can study every detail of construction, color, texture—without leaving their own offices. REALIST transparencies always get the customer's undivided attention, too.

Present commercial users proclaim the REALIST to be "the world's finest visual selling aid." It's the ideal personal camera as well. But you must see REALIST slides to appreciate their full impact. Ask your nearest camera dealer or commercial photographer to show you some. For catalog write DAVID WHITE COMPANY, 385 W. Court Street, Milwaukee 12, Wisconsin.

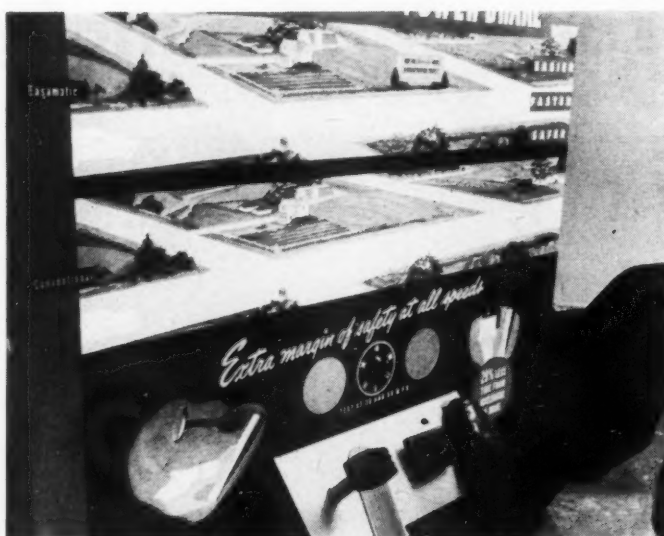
Camera and Viewer  
\$178.75 (Tax Inc.)



Winner of  
U. S. CAMERA  
Gold Medal  
Achievement Award

Stereo-REALIST Cameras, Viewers, Projectors and accessories are products of the David White Company

## Tools for Selling—Cont.

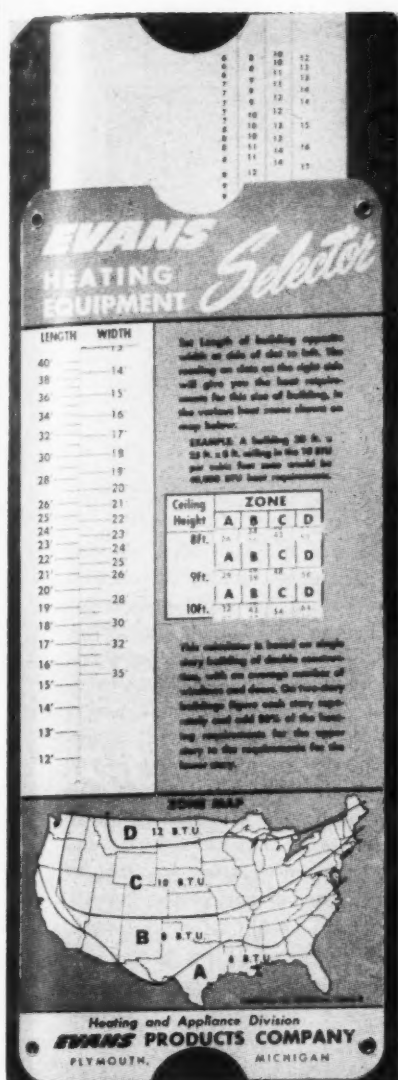


**PEDAL PUSHER:** In Packard's showroom window on New York City's Fourth Avenue is a sales tool that lights up like a pinball machine, pulls itinerants in off the street to get a closer look. Some of them sit down and work the two brake pedals just to see how Packard's "Easamatic" brake (right) stops a car 40% faster than the conventional brake (left). Above the pedal stepout are pictured two roads, one showing a car with an "ordinary" brake, the other illustrating an Easamatic-equipped car. The autos move along electrically by a series of lights set at two theoretical speeds—30 MPH and 60 MPH. By depressing the Easamatic pedal the upper car lights up, showing the short distance it takes to stop the Packard. By pushing the conventional brake, it is easy to see that a longer braking distance is necessary to stop a car. Unit is engineered to represent authentic pedal heights and stopping distances. Feature that makes biggest hit: Easamatic pedal is on the same level as accelerator, showing how foot-transfer time is reduced. Unit by Packard Motor Car Co., 1580 E. Grand Blvd., Detroit 32, Mich.



**COLOR VISUALIZER:** Because of limited budgets, many smaller neon sign manufacturing firms can't afford the services of a designer. Recognizing this difficulty, Corning Glass Works, Corning, N. Y., manufacturers of neon tubing, has prepared a self-help "Color Visualizer" to enable small operators to design more effective signs. Corning, by distributing the Visualizer from coupon ads and mailings to customers of its neon sign product distributors, found that the batch of 5,000 was eaten up faster than doughnuts at a cider party. The Visualizer shows color combinations, backgrounds and borders exactly as they will appear in neon light against 15 standard Outdoor Advertising Association background paints, Visualizer prepared by Faber Birren & Co., 500 Fifth Ave., New York, N. Y.





**HEAT SELECTOR:** Pocket-size heating equipment selector produced for the Heating & Appliance Div., Evans Products Co., Plymouth, Mich., takes only five seconds to show home heater prospect the size heater he will need.

Calibrated to cover four U. S. climatic zones, the selector, based on heat loss principle, is being used as point-of-purchase aid by salesmen, as "greeter" piece by distributor salesmen, and will be used as mailing piece in campaign kits. Reverse side of calculator carries pictures and brief specifications of two gas-fired heaters, three oil-fired models, two floor furnaces and water heater in Evans 1952 line.

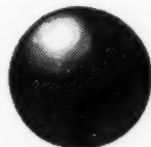
This is one of those quick-answer tools that keeps the salesman from fumbling the ball at the most crucial period in the marketing operation—getting the prospect to say "yes." With the heat selector there's no danger of the salesman losing out because he suddenly forgets vital product information, or can't remember how to figure a heat loss formula. It works like a slide rule, comes up with the right answer every time. Selector engineered for the Evans firm by Perrygraf Corp., Maywood, Ill.

There's a  
**BIG DIFFERENCE**  
between an  
Average Good Bowler  
and the

**Champion**



And there's a big difference in Houston between the other newspapers and The Chronicle—the champion. For example . . .



During 1951 The Chronicle published more advertising than any other Houston newspaper in each and every price range in every commodity group measured by the George Neustadt Service.\* The Chronicle has had this phenomenal lead since the inception of this service in Houston in 1946.

*\*Neustadt Service measures 91 commodities covering men's, women's and children's apparel, furniture and piece goods. Each is broken down into 6 price zones.*

**39 consecutive years of leadership in both circulation and advertising**

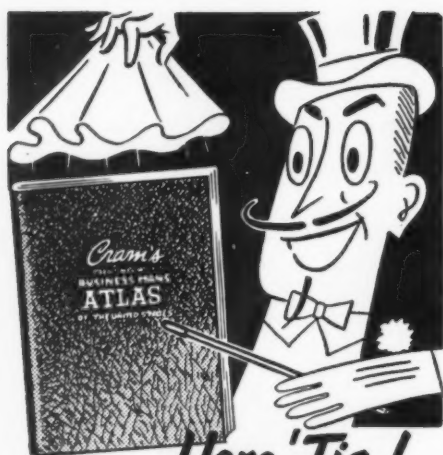
**For additional facts about the No. 1 paper in the South's No. 1 market, contact your nearest Branham Company Office.**

**The Houston Chronicle**

R. W. MCCARTHY  
Advertising Director

M. J. GIBBONS  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives



*Here 'Tis!*

## CRAM'S BUSINESS MAN'S ATLAS 1950 CENSUS EDITION

Four previous editions have established this Atlas as a time saver and a money maker. Compiled and edited for a busy man who wants the facts—and quick!

Send today for descriptive folder or order one on your letterhead at \$17.50 prepaid on

**FREE 10-DAY TRIAL**

**THE GEORGE F. CRAM CO., Inc.**  
730 E. WASHINGTON ST.  
INDIANAPOLIS 7, IND.

*Yes Sir...* No. 2 in a Series

**50,000,000**  
**MOVING MILES**  
of experience

*One at  
Your Service*

Your...

satisfaction is the result of this long moving record. Every detail will be attended to. Breakable goods carefully packed and unpacked; valuables transported without scratching or marring finishes.

Every...

move by National is made in dust-proof, rain-proof vans, so that no article arrives stained or dusty.

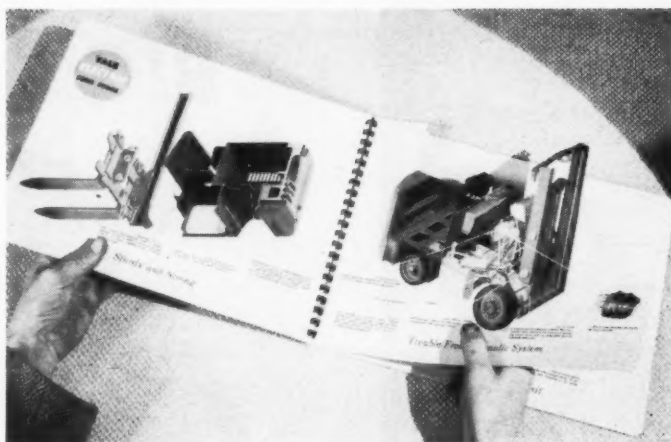
Yes Sir...

for the best moving service, contact your nearest National office or agent—refer to the yellow pages in your telephone book.

**NATION-WIDE AGENCY ORGANIZATION**  
SAN FRANCISCO **NATION-WIDE** NEW YORK  
**NATIONAL VAN LINES**  
SACRAMENTO WASHINGTON, D.C.  
LOS ANGELES DALLAS

EXEC. OFFICES: CHICAGO, ILL.

## Tools for Selling—Cont.



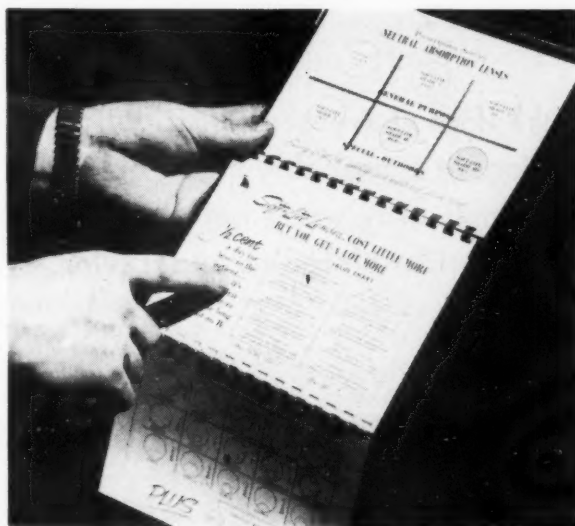
**SALES LIFTER:** One of the biggest burs in industrial selling is showing a product that does not lend itself to brief-case portability. To simplify just such a heavy-equipment presentation problem, The Yale & Towne Manufacturing Co., Philadelphia, makers of fork trucks that hoist materials aloft for loading, sends its representatives afield with booklets which, page by page, progressively "undress" the trucks. Called "The Inside Story," the book's 26 pages are cut out so that as each leaf is turned, the machine's inner construction and power features are exposed, piece by piece. Prospects can study design and layout of axles, transmission gears, cooling system, hydraulic setup and other parts which are either hidden or inaccessible on "live" machines. The booklet not only visually x-rays the physical product, but suggests, through incidental sketches, how fork trucks can be put to work pushing, lifting and pulling on farms, in lumber yards, freight stations, warehouses. It is printed in eight colors by T. A. Winchell & Co., Inc., Juniper and Cherry Streets, Philadelphia, Pa.



**WHAT'S IN THE CARDS?** Illustrations of every spectacle frame made by the Bay State Optical Co., Attleboro, Mass., as a matter of fact. What's unusual about that? The average optical salesman carries representative samples from at least five different optical manufacturers—which means a generally poor showing on all but the fastest selling frame. But Bay State's little deck of cards takes up less space than even one sample. In this fashion, therefore, the salesman not only carries the fastest selling spectacle frame, but is also in a position to show optometrists and opticians every frame made by the firm. Each page is devoted to one frame; the facing page lists the name of the frame, its color, size, a photograph of the frame and product copy. The reverse of each page shows the mechanical diagrams and catalog information for ease in ordering. When a product is discontinued or a new one added, pages can easily be removed or inserted. Printed by Offset Reproductions, Inc., 34 Hubert St., New York, N. Y.



**MUTT AN' JEFF:** Here's the big and little of it: The large flip-type easel is used by Hammermill Paper Co. representatives and wholesale paper merchants' salesmen to introduce new paper stocks to their printer-customers and prospects. The pint-size easel, an exact reproduction of its big brother, gives the printer a comparable selling tool to use with his prospects. Background: Hammermill Papers are distributed to 161 Hammermill agents who are wholesale paper merchants with their own sales personnel. The easels were presented at meetings of individual H. agents' sales organizations. One copy of the easel is left with each H. agent—with a quantity of the miniature easels. This permits any one of the agent's salesmen to use the easel with his printer-customers. And the printer, in turn, uses the miniature easel in talking to his prospects. Easels show advantages of various paper stocks in a variety of printing processes and job requirements, make new-product presentation quick, simple. Printed by McCarthy Printing Co., Erie, Pa., and bound by Forest City Bookbinding Co., Cleveland, Ohio.



**FLEXIBLE VEHICLE:** The Soft-Lite Lens Co., Inc., New York City, sends its men out to tell a big story in a hurry—and, so no part of the presentation will be forgotten, here's what their salesmen and distributor salesmen carry with them: a hard-cover binder containing (1) the actual sales presentation, (2) postage-paid return cards which "ask for the order," and (3) memo sheets used by the salesman to describe Soft-Lite Lenses. It also shows the various forms in which the product is available and points up the benefits of the lenses to doctors' patients. Additional product material can be inexpensively prepared for sales use and incorporated into the binder by opening the ring fastenings and inserting the new material, making up-to-date-keeping easy. Binder created by Soft-Lite's advertising dept., made by Belford Binding Co., Inc., 68 Greene St., New York, N. Y.

Since 1929  
Advertising  
for America's  
oldest aircraft  
manufacturer—The  
**Glenn L. Martin Co.**  
—has been planned and  
created by this agency

Make your account our next success story!  
Write, wire, phone:

**VANSANT  
DUGDALE**

→ **BALTIMORE**

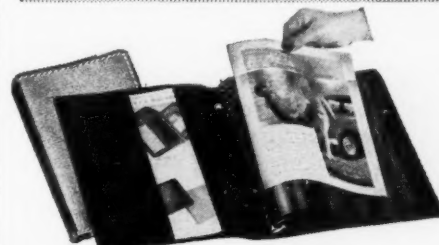
Advertising since 1912

Put SELL and SPARKLE  
into your presentations!

with  
**V. P. D. SPEL-BINDERS**  
the looseleaf book  
with plastic folders

25 handsome styles shown  
in V. P. D. Catalog #52 sent  
free upon request on your  
letterhead.

All colors, all sizes up to 24x18.  
From \$1.75 up



**PIGRAIN SPEL-BINDER**

**Multo-Ring with plastic folders**

Cover looks, feels like pigskin. Saddle-Stitched. Tan or black. 11x8½ only \$5.75 with 10 holders.

**V.P.D.**

VISIBLE.  
PROTECTS  
DISPLAYS

AT STATIONERY and ART STORES

manufactured by

**JOSHUA MEIER COMPANY, INC.**  
153 W. 23rd St., New York 11





FIRST GET 'EM IN THE STORES: Hotpoint knows that the sales bottleneck is in the store. Here executives of their sales promotion division are reviewing materials for the spring campaign—designed to show retail salespersons how to turn "lookers" into buyers.

## Adventures in Shopping: No. 17

A SERIES BY THE SALES MANAGEMENT STAFF

Where is *your* sales bottleneck? If you have good distribution, good and consistent advertising, it's probably back of the retail counter, and the condition may grow worse before it gets better—unless you do something—like Hotpoint and Taylor.

J. K. Lasser, famous tax expert who told you in SM for March 15 how to save on your 1952 income tax, is a keen analyst of business conditions. Speaking of the consumer state of mind this year, he says:

"They will have the willingness to buy, the capacity to buy, BUT

"They will be in a saving mood, more tax conscious than ever

"They will have already bought up a lot of the large things they need

"They will be definitely price-conscious. (They have to be when they will spend so much of their pay checks for taxes, food and shelter.)"

So—be prepared for an acceleration of "tough selling."

Those SM readers who have been following this continuing feature, now nearly a year and a half old, will see in it a series of missing links. In one episode the missing link will be insufficient distribution—the prospect will just not go *that* far to find the merchandise; in another it may be that the manufacturer has distribution, but "out of stock" stymies the sale; more frequently it is sales ineptitude, indifference or lack of sufficient product knowledge on the part of the person behind the counter—a condition which the manufacturer has not countered by retail sales training, business paper advertising of an educational type, or filling in

gaps in the salespersons' knowledge with informative booklets or tags attached to the merchandise.

Most of the adventures deal with products which are well advertised and for which consumer acceptance has been achieved; in some cases the advertising has created *demand* rather than mere acceptance, and the sale has been consummated *despite* poor retail selling.

In Adventure #92 the advertiser—General Electric—has done a good job. Through *Life* and other publications, the advertiser not only created acceptance but caused the consumer to search out the merchandise. And there was adequate point-of-



# Winston-Salem

**A GROWING MARKET  
OF MORE PEOPLE  
WITH MORE MONEY  
TO SPEND  
THAN EVER BEFORE**

**A Growing Market  
with  
1951 Bank Deposits  
of  
\$343,735,852.90  
A 10-Year Gain  
of 134%**

The JOURNAL & SENTINEL are the only papers that cover this rich, growing market in the South's No. 1 state.

The JOURNAL & SENTINEL are the only papers in the South offering a Monthly Grocery Inventory—an ideal test market.

The JOURNAL & SENTINEL are the only papers completely blanketing an important 9-county segment of North Carolina. YOU CAN'T COVER NORTH CAROLINA WITHOUT THE

**WINSTON-SALEM TWIN CITY**  
**JOURNAL and SENTINEL**  
MORNING SUNDAY EVENING  
National Representative: KELLY-SMITH COMPANY

**More Effective... More SELlective**



1170 Broadway • New York 1, N. Y.

she pointed to the price tag: "It's \$6.45 altogether," (This was the stand and heat bulb unit.) she replied, "and \$8.50 for the sun lamp bulb."

I was still at a loss as to the price of the plastic stand and sun lamp bulb, and tried to mentally subtract the advertised price of the heat bulb (\$2.95) from the complete unit (\$6.45) and add to that the cost of the sun lamp bulb (\$8.50). Now perhaps stores like Gimbel give too much credit to the arithmetical gymnastic abilities of customers. I say they should have told me—exactly. The first time I tried it the price came out in my head at a round \$11.

I tried again and made it \$13. Actually, as I worked it out later by pencil and paper, the price was \$12, but at the moment I was embarrassed, and to cover my confusion said, "I'm not sure I have AC current in my home." The saleswoman asked where I lived, and when I told her, replied, "Oh, AC, of course. Everybody knows that AC is used practically all over the world." She had begun to edge away. Crushed, but still trying, I pointed to the other end of the counter where there was on display near the *Life* blow-up a sun lamp bulb attached to a rubber-clamp stand (no price tag), which I thought would more nearly suit my needs. "How much is that stand?" I asked. "We don't have any more of those," was the reply. I tried again, and asked how much that unit would cost (rubber-clamp stand and sun lamp bulb). "There are no more in stock, and I don't know when we'll get any," was the saleswoman's final reply, and she sat down on a stool at the opposite counter.

## The Net Result: No Sale

Meanwhile, a third person had joined the two who had come back to the display, and we read the explanations, while the saleswoman watched, perched on her stool. I learned from the explanation on the box that the G-E heat lamp had a number of household uses—that is, drying clothes. Then I headed toward the elevators—without a G-E sun lamp, and quite willing to drop the idea of a pre-summer tan.

\* \* \*

In the following adventure we make an exception to our general rule of naming stores. The adventure is a real one, but the consumer, who is an executive of one of New York's important advertising agencies, fears

that disclosure of the store name would result in the firing of the fitter who is, he says, "a hard working little feller who probably has many mouths to feed, and I don't want to add him to the relief rolls, or take the rolls out of his children's mouths."

## 93. The Blue Suit That Got a Black Eye

(In a New York department store)

By Arthur L. Lippman, Vice-President

E. T. Howard Co., Inc.

The custom tailor who has been making my suits for over 10 years will be seeing me again—soon. He's been running some terrific copy for many years, but his best ad wasn't mid-wifed by his advertising agency. (By the way, not *us*.) His best ad was spoken for him by a competitor—by the fitter in the men's clothing department of a prominent New York City department store.

It happened on one of those Saturday mornings when the Mrs. and I went downtown to do some shopping. (Contrary to the traditional male attitude, I actually enjoy shopping with the distaff side.)

We had about completed her personal purchases when, not to be outdone, I remarked: "Let's look in the men's clothing for a minute. I could stand a new double-breasted."

"Okay," said she, again proving that we are *both* possibly a bit different. "Let's go down to your tailor and see what he's got."

I had had a hard week. The store was gay, glittering, inviting. The tailor was some distance away. "While we're here," said I, not without a secret tinge of disloyalty, "let's at least *look* in the men's clothing department. If they have something I like, it will save a lot of time. Won't have to run back and forth for fittings. I'll probably be wearing the new suit within a week."

The salesman in the men's clothing was okay. Knew how far to go before he turned down the volume and let the Mrs. sell for him. It didn't take long to find a blue double-breasted with all the career marks of Madison Avenue.

The salesman assured me "you're a cinch to fit," added that the minor alterations could easily be made, and off we went to the strictly male precincts of the fitting room, where the fitter proceeded to do his stuff. A chalk mark here, a chalk mark there. "Do you wear suspenders or a belt?" "Like your sleeves short?" In five minutes or less, "Operation Altera-



tion" was over. In a week I had the suit.

Hopefully I slipped it on before my bedroom mirror, surveyed it with a diagnostic eye. The coat was too tight across the hips. One sleeve was too long, the other too short. Trousers too large. Top of the coat and back of my neck went their separate ways. (Here I hasten to add that, based upon an impartial survey in my office, I am not exactly a misshapen product of 25 years spent bending over hot adjectives and adverbs.)

Back to the fitter I went. He greeted me with suspicious cordiality, probed the suit and then, in a burst of confidence, spoke the ad for my custom tailor!

"You know," he purred, "You are not too easy to fit. And, after all, you can't expect a ready-made suit to fit you as well as a custom-made." He then proceeded to give me a clinical report of my anatomical short-comings. At the same time, he gently criticized the salesman for selling me *that particular suit*, in view of my topographical errors. Finally, with a far-from-reassuring pat on one sagging shoulder, he promised that he would fix the suit so it would be entirely to my liking.

#### Back and Forth—Twice More

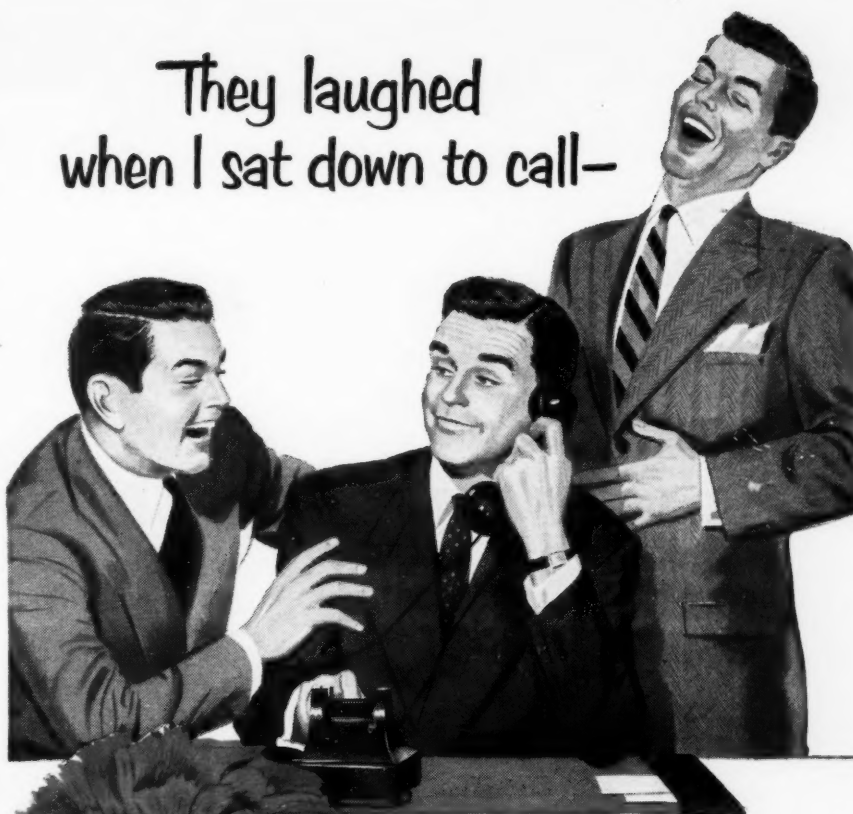
In that moment I knew I would never be 100% happy with the post-operative product. In that moment I realized that I would never again buy a suit in that store. In that moment my unsuspecting custom-tailor got the benefit of about 300 lines double column on page 2 or 3, *The New York Times*.

Twice more the suit and I went back and forth to the store. Finally there emerged what I regard as a satisfactory enough compromise, in view of my audacity in buying a ready-made for my unsymmetric self.

I'm wearing that suit, but it isn't one of my favorites. I figure that since I am not featured Wednesday nights on Channel 4, the suit will get by, even if it doesn't get the eye. It will probably see the inside of my bedroom closet much more than the inside of our conference room. And, here's the unfortunate part of it, the suit *may* look fine on me, but up here in the head I have doubts.

The cold hard fact is that the store has lost me as a men's clothing customer. Maybe that in itself isn't too important, but my personal recommendation could send many other men there. And there's also the Mrs. to consider! Had the right psycho-

They laughed  
when I sat down to call—



but now they all  
Say it with  
**FLOWERS-BY-WIRE**

The boys roared when I wired flowers to Tom Marshall of Acme Products. He had just become a proud papa.

But the next day his receptionist rolled out the red rug, whisked me into his office. Arranged in a vase on his desk, those flowers started the ball rolling my way.

Tom liked that extra touch of thoughtfulness. I sailed out of his office on a cloud, with a good order in my pocket.

So I had the last laugh. But they've learned. Now they all say it with FLOWERS-BY-WIRE!

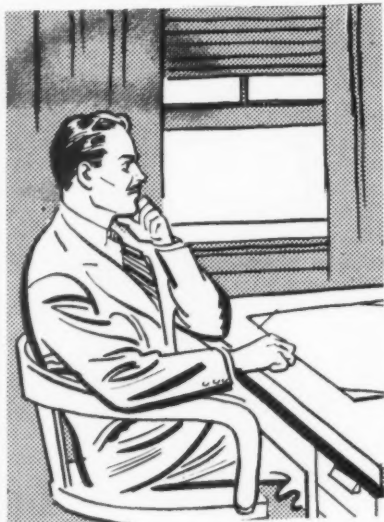
**FLORISTS' TELEGRAPH DELIVERY ASSOCIATION**  
Headquarters: Detroit, Michigan

#### FLOWERS ARE BEAUTIFUL BUSINESS BUILDERS

On opening days • on anniversaries • on special events • as a "thank you" for the order • on almost any business occasion • for those at home when you're away.

You can wire flowers to anywhere . . . from anywhere . . . more than 18,000 F.T.D. and Interflora Member Shops at your service!

"We've got to step up  
our **SALES TRAINING**  
—and fast. But how?"



## USE THE NEW **CASE METHOD** OF **SALES TRAINING**

- quickly develops  
salesmaking ability
- wins salesmen's  
genuine interest
- makes conventional  
sales training obsolete

Have us demonstrate this new technique, or write, on your letterhead, for the booklet, "Case Method Training"

**TRADEWAYS**

Incorporated

285 Madison Ave., NYC 17, N.Y.

### PRODUCERS OF

- Training films
- Sound slide-films
- Sales manuals
- CaseFilms, CasePix, CaseCasts
- Packaged meetings
- Sales training programs

logical approach been used in the fitting room, I'd probably be delighted with the physiological result.

The suit comes from a fine store. They advertise extensively and effectively. But, in my instance, at least, their advertising will no longer be alluring, because of one unconsidered, unfortunate, though possibly well-meaning remark of an employee at the customer contact level.

Old stuff? Possibly. But whoever said that old stuff isn't good! (Can you beat 20-year old Scotch?) Old stuff, perhaps, but particularly worth reprising in these days of difficult selling and tough, relentless competition. Old stuff that's well worth bringing anew to the attention of many top-level executives—manufacturing as well as retail—who still deprecate the value of scientific selling courses for every representative who comes into contact with the public.

\* \* \*

Demonstrators are responsible for making many sales—but worse than no demonstration at all is the demonstrator who doesn't know his product.

### 94. The Poor Demonstration Sterling-Lindner-Davis Cleveland, Ohio

One of my most treasured heirlooms, a 30-year-old electric sewing machine, has been showing—and sounding—its age lately. So before complete disintegration set in, I thought I'd get a line on some of its more mechanically agile descendants.

In starting out, I played no particular favorites, though I did want to get a look at a foreign make called Necchi which is claimed to do such intricacies as making buttonholes and sewing on buttons with the simple flip of a knob.

My first stop was in the appliance department of Sterling-Lindner-Davis. The department wasn't busy, and a salesman came up to me right away.

After I told him what I wanted, he led me to a Free-Westinghouse cabinet machine and started to extol the features. He talked at great length about the built-in motor, the rotary gear and something called a head. All this was fine, but I was more interested in what the machine would do.

The man was enthusiastic when I asked.

"With attachments it will do everything," he said, "make buttonholes, sew over pins, darn, sew backwards and forwards . . ."

"How?" I interrupted, meaning

the backward-forward trick.

Instead of answering, he pressed the knee lever with his hand to demonstrate and pointed to the lever which controlled direction. He attempted no other demonstration. (Probably he didn't know how to run the thing.)

I told him I'd never heard of the make. He outlined the history, explaining that Free was one of the oldest companies in the business and that Westinghouse made the motor.

I asked him about the foreign-made machine.

He said the store carried only the one make, and started a pleasant-enough repeat sales talk, pointing out additional Free-Westinghouse features such as cabinet workmanship, a 20-year guarantee as contrasted with one year or so offered by other makes, and the advantage of factory repair right in town. "The servicemen even have telephones in the trucks to answer calls faster."

I told him I wanted to look around before deciding. "All right," he said. I asked him for his card.

"How about a refrigerator?" he called cheerfully, as I walked out. "We've got a fine sale going on."

\* \* \*

The magazine, *Chemical Week*, relays a story from Dr. Philip H. Adams, director of research for the Andrew Jergens Co., who went shopping for sheet plastic in a Cincinnati department store and asked a saleslady if the stuff was vinyl plastic.

"All plastics are vinyl plastics!" she said decisively.

"It would be nice if they could make this sheeting so it didn't smell so bad, wouldn't it?"

"Well, all plastics are made of chemicals and all chemicals smell bad."

"Perfumes are made of chemicals, though."

To that the lady had no answer.

\* \* \*

Those of our readers who are in a mood to do something about the poor salesmanship on their products in retail stores should read the story in the current issue by Fred Cole, president, Cole of California, titled, "Everything Hangs on That Last Two Feet." It shows how that company trains 10,000 saleswomen.

\* \* \*

"Adventures in Shopping" is a first-of-the-month feature which started in December, 1950. The 18th installment will appear May 1. Reprints are available through the Readers' Service Bureau at 25 cents each, two installments a reprint as, for example, December 1, 1951, and January 1, 1952.

SALES MANAGEMENT



in the dark...

**about how to turn out distinctive sales-building letters?**

**You won't be after a "look-see" Test\*  
on the new *Electri-conomy***



Yes, electricity makes the big difference . . . just a flick of the switch and controlled power typing takes over to turn out handsomer, distinctive sales-building letters, bulletins and reports that command instant reader attention. What's more, the Electri-conomy's speed and ease of operation increase typing production, decrease office typing costs.

Why not stop in at your local Remington Rand office and see the Electri-conomy at work—or have an Electri-conomy test performed in your office—without obligation, of course.

\* For FREE informative Electri-conomy Test right in your own office or FREE literature, mail the coupon below.

Room 315 Fourth Avenue, New York 10

- ☐ Yes, I would like a FREE copy of "Take A Letter" (RE 8499).  
☐ I would like FREE Electri-conomy Test in my office—without obligation of course.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



**Remington Rand**

THE FIRST NAME IN TYPEWRITERS

APRIL 1, 1952

77



## "9,956 Advertisers Can't Be Wrong"

That's the number who tell their product story, through 37,281 ads, to 20,000 paid subscribers in the 1952 issue of *Thomas' Register*. For five decades American industry has bought and sold in "T. R."

BY LAWRENCE M. HUGHES

If you make anything that's sold, you'll find your product duly and appropriately presented among the 600,000 listings in 70,000 classifications that compose *Thomas' Register of American Manufacturers*.

And if you're concerned with selling what you make, the chances are pretty good that—whatever other media you may use—you advertise in *T.R.*

At least 2,000 advertisers who don't spend a dime in any other publication are among the 9,956 who bought a total of 37,281 ads in *T.R.*'s 1952 issue.

But they didn't have to spend a dime to get in. The *T.R.* people devote some 300,000 manhours annually, and vast amounts of ingenuity and patience, postage and carfare, to

present in one big package virtually all the nation's sources of supply.

The Scriptures may say that man wants but little here below. But starting with Abaca, Abbatoir Machinery and Accordions, continuing through Mandrels, Manganese and Manholes and winding up with Yttrium, Zithers and Zwieback, some 10,000 pages suggest that he and his industrial enterprises want plenty.

*T.R.* sees that they get it.

Must you have rattlesnake meat? Or ant eggs? Do you hanker for deinkers for hair? Rubber .003 of an inch thick? Where can you get a few hundred miscellaneous subcontractors for that order for bomber fuselages?

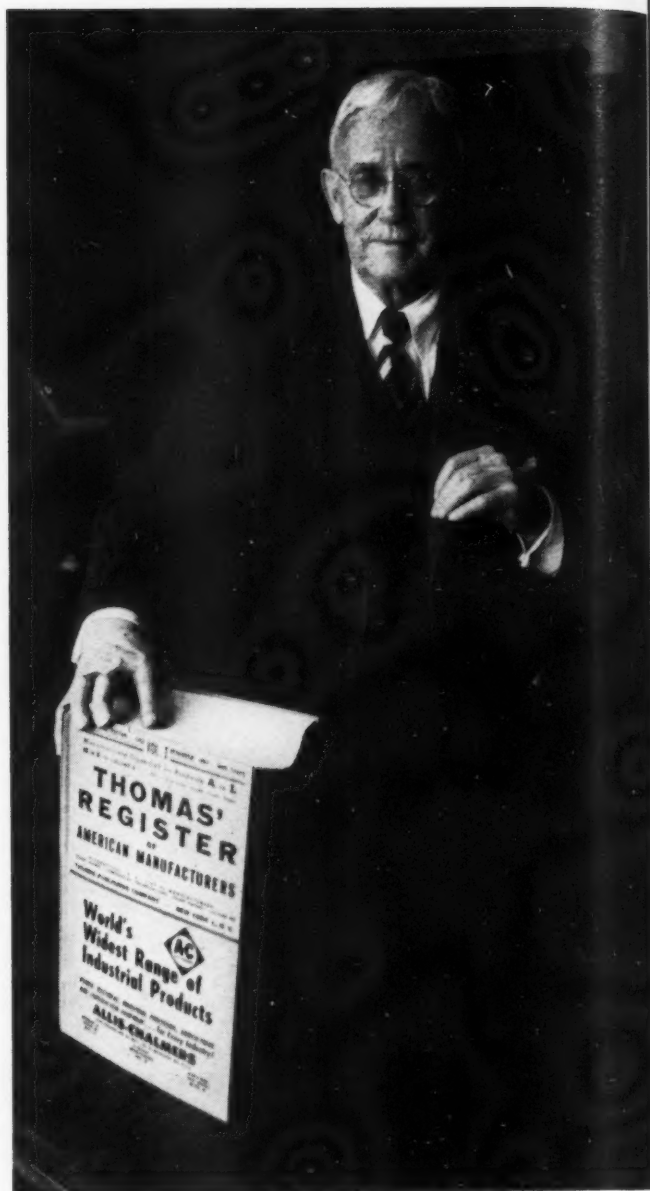
Try *T.R.*

Or suppose you just need something simple, like a brush.

You may think of a brush merely as a handy instrument for dealing with misplaced matter. But to at least 269 brush manufacturers (I stopped counting when I reached the S's) whose products parade in some 275 different brush classifications, whisking is an operation on which you'll embark only after giving the particular matter profound thought.

What the Fuller man may show your wife in the parlor is only an inkling of this company's line of "700 types of industrial brushes, brooms and mops." And other manufacturers seem no less versatile.

*T.R.* starts you off with Brushes: Acid; Brushes: Advertising and Brushes: Air. But then you begin to jump around. Brushes: Animal Cleaning refers you to Brushes:



GUY GILLETTE

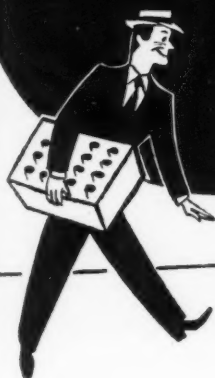
"BIBLE" BUILDER: For 54 years, Harvey Mark Thomas, still active at 81, has been putting together registers of industries. *Thomas' Register of American Manufacturers* may be the biggest book published, and, for many companies, the most indispensable.



ONLY **NEWSPAPERS** CAN

**ROUTE** your **ADVERTISING**  
AS YOU  
**ROUTE** your **SALESMEN**

**TO SELL MORE LIQUOR**



**IN PITTSBURGH** for example, **THE POST-GAZETTE**

will help sell the customers of ALL the RESTAURANTS,  
BARS AND LIQUOR STORES! Not just the million  
who live in A.B.C. Pittsburgh, but also the two million more  
who buy from your dealers in the 143 cities and towns  
of 1,000 population within 50 miles of Pittsburgh.

Yes, the Post-Gazette can really route your advertising  
as you route your salesmen both in and out of the Central City.  
Pittsburgh's Post-Gazette is second in city circulation and first by far  
in the balance of the market with two-thirds the population.



**MAJOR** in

*Pittsburgh's*

**POST • GAZETTE**

*One of America's Great Newspapers*

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT

Horse, and there's also a section on Brushes: Dog. Brushes: Carriage turns you over to Brushes: Automobile, and Brushes: Barber sends you way down to Brushes: Shaving.

Personally, I enjoyed the alliteration of Brushes: bakers, bar and bath, and especially Brushes: bran, brewers and bricklining. But by the time I got to Brushes: Cuspidor I felt a little dizzy, and I just sort of skimmed through brushes for deck-swabbing and dentures, for eggs and embalmers, furniture finishers and furrriers, mascara and massage, to sewers and satin.

If there's a moral in all this, it is that *T.R.* can come up with very specific answers for very specific problems. And in its ability to do so much for so many, *T.R.* emerges as several kinds of phenomena.

An elderly Quaker named Harvey Mark Thomas hardly feels sacrilegious when he refers to *Thomas' Register* as a Bible. Worldlier people, such as purchasing agents and the sales managers who proposition them, call it "the nation's buying guide." Solemn economists heft each annual issue before predicting the rise or fall of the economy. Writers regard it as a record among regularly-published editorial products, and advertising men call it "the world's biggest advertising medium."

More than any other publication, perhaps, businesses are built on *T.R.*

It's no coincidence that among the 50 largest-selling industrial corporations—from \$7.5 billion General Motors down to such half-billion-dollar climbers as American Can, B. F. Goodrich and Phillips Pete—all are cash subscribers.

In fact, nearly all of these 50 are multiple-subscribers. Last year General Electric led with 111 copies, and this year G-E is expected to take 150. In 1951 Westinghouse and du Pont were tied for second, with 81 each. GM bought 68, Union Carbide 47, U. S. Steel 29, Western Electric 27 and the rest of the Bell System 24.

With such help, net paid, ABC-audited circulation of *T.R.* for 1952 will pass the 20,000 mark for the first time.

Back in 1905 the original *T.R.* weighed 25 ounces. The current edition weighs 35 pounds, and this becomes 50 pounds, packaged.

*T.R.* costs \$50 a copy to produce, and without advertising probably would sell for \$75. With advertising a new subscriber may get it for \$15 and a renewal subscriber for \$12.50. An advertiser may have his first copy for \$7.50, each additional copy for \$10. All prices f.o.b. New York.

The 8,500 big pages in the "main"



HOLST-KNUDSEN



HUXLEY



LYDING



ADAMS

**BIG BOOK MEN:** Responsibilities for "*T. R.*" are now shared with Olaf Holst-Knudsen, executive vice-president and treasurer; Joseph R. Huxley, secretary; Charles P. Lyding, vice-president and editor; and Clayton P. Adams, advertising sales manager.

*Register* have made it so heavy and bulky that it's now broken down into four volumes. The two larger cover product classifications—respectively from A to L and from M to Z. One of the smaller (but nothing Thomas Publishing Co. does is exactly small) is an A to Z listing of leading manufacturers. It describes their business, subsidiaries, affiliates, branch plants, sales offices, factories, executive personnel, and rates their production capacity in one of 11 size brackets. This volume also presents several thousand registered and non-registered trade names and trade marks. Vol. IV of the "main" *T.R.* is a 216-page Index.

All this goes as one package to all 20,000 paid subscribers.

Then, among free bonuses to ad-

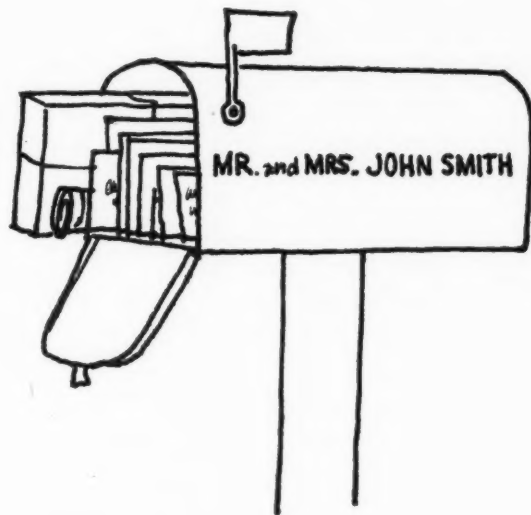
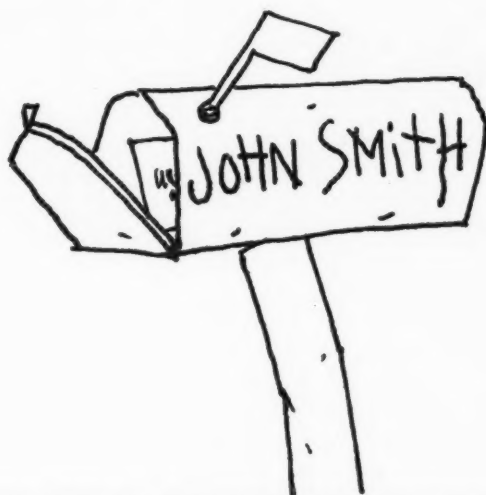
vertisers who get contracts and copy in early, the company issues each summer a 2,400-page interim register containing only 100,000 product listings. It is called *Thomas Register Jr.*

Each issue of the main *T.R.* leads a long and busy life. When the new edition comes out, subscribers turn the older one over to another department or a branch. Thus the Thomases estimate that at least 35,000 copies are actively being used in purchasing.

These 35,000, they figure, cover 90% of some 10,000 manufacturers who represent 60% of total U. S. production, and they reach 80% of the 25,000 manufacturers who do 75% of it: Therefore, at least \$200 billion of the \$300 billion plus gross national product is being turned out



Never Underestimate the Power of a Woman!



The March 1952 Ladies' Home Journal  
is expected to show an all-time high  
of nearly **4,800,000.**

*ladies' home* **JOURNAL**

THE MAGAZINE WOMEN BELIEVE IN

with the help of *T.R.*

In the course of my prowlings around Thomas HQ at 461 Eighth Ave., I saw evidence of high and fast subscription renewals. In six working days one mailing to 10,000 subscribers had brought in 2,378 renewals, and the over-all rate, year after year, is better than 75%.

But I was even more impressed with the size and stability of the renewers. From the mail received in *one afternoon* I saw orders from General Motors, for its Proving Grounds, and, separately, from Cadillac; from Chrysler, for four new plant subscriptions; Amoco and Soco Vacuum oil; U. S. Steel, Colorado Fuel & Iron and Phelps-Dodge Copper; Dow Chemical and Owens-Illinois Glass; Schenley and Hiram Walker distillers; Lockheed Aircraft and Union Pacific Railroad; Johns-Manville and Congoleum-Nairn; Continental Can and Lily-Tulip Cup; Public Service of Northern Illinois and Chesapeake & Potomac Telephone, and among others, Sears, Roebuck, Celanese and Johnson & Johnson, CBS, *Chicago Tribune* and St. Regis Paper, Bucknell University, City of Winston-Salem, Commonwealth of Pennsylvania . . .

### Uncle Sam Relies on "T. R."

One subscriber is Uncle Sam.

*T.R.* got its first big push during World War I when, it was said, "the Government bought on the basis of *Thomas*." It is just as important in the nation's preparations for—or let us hope, *against*—World War III.

Under special Government contract, the book is now adapted to procurement and other work of Federal agencies, for which 1,200 copies are printed. A recent wire from the Atomic Energy Commission, Oak Ridge, Tenn., says: "WIRE SHIPPING DATE THREE COPIES THOMAS' REGISTER. URGENTLY NEEDED." And similar wires have come from other plants of USAEC, government arsenals, guided missile centers, etc. . . .

Circulation of the book is 94% paid. About two-thirds of it goes to manufacturers, 6% to wholesalers, 5% to libraries, boards of trade, and other groups. But the list of paid subscribers ranges from contractors, engineers and exporters to retailers and public utilities, and various publications.

Since World War II, the "foreign" part has remained at about 2.5%. *Thomas* continues to supply about 400 free copies to the State Department, to promote American

manufacturers through our embassy information centers and consuls, and some advertising agencies receive them. But otherwise the company has cut out "sampling."

H. Mark Thomas was a newspaper reporter before he started register publishing, in 1898. The *Thomas* firm introduced registers covering wholesale groceries and hardware, sporting goods, machinery and retail drugs. Their rather modest revenue came mainly from subscriptions.

Of all these books the company continues to publish only *Thomas' Wholesale Grocery and Kindred Trades Register*. Its 54th annual edition—2,000 pages for \$10—will be issued in June.

### It Took Some Selling

*Thomas' Register of American Manufacturers* started slowly. Subscription and advertising sales were mainly by mail. Then in 1910 *Thomas* acquired the sales force of the rival register of Samuel E. Hendricks.

The 55 members of the sales force today have the threefold job of selling subscriptions and advertising and of getting listings.

In 1933 *Thomas* started *Industrial Equipment News*. Many *T.R.* field men also work on *I.E.N.* *T.R.* "feeds" *I.E.N.*—and vice versa.

From 1,000 copies in 1905, *T.R.*'s paid circulation by 1929 had reached 8,580. During the depression it dropped to 6,634. Then Danish-born Olaf Holst-Knudsen, now executive vice-president and treasurer, and *Thomas*' son-in-law, won a go-ahead on plans to expand the sales force and circulation proportionately with the revival of the economy. By 1939 net paid had passed 9,000, and by 1944, 13,000. It dipped briefly under 11,000, and then climbed steadily upward to 19,292 in 1951.

*Thomas Publishing Co.* has been in the black every year since 1913, and now does an annual business of more than \$3 million. It employs 150 people—not including the salesmen, who are independent operators. Among the 150, 45 are in editorial. Eight top editorial people have been there an average of 20 years.

Under Mr. *Thomas*—still active at 81 as chairman of the board and president, are Knudsen; Joseph R. Huxley, secretary; Charles P. Lyding, v-p and *T.R.*'s editor, who joined *Thomas* in 1903; F. Morse Smith, v-p in charge of *Industrial Equipment News*; William E. Irish, v-p and editor of *I.E.N.*, and Clayton P. Adams, advertising sales manager of *T.R.*

Much of the year, 18 people keep busy changing more than one-third of one million lines. The company sets type in its own composing room in the same building as its offices. In this building, for 35 years, *T.R.* has been printed by Charles Francis Press.

The editors study several hundred industrial and business papers for leads on new companies and changes in lines. They comb the telephone books in almost every city and town. The field men contact personally every one of their 10,000 advertisers and a lot of other manufacturers for listings, as well as for ads. With forms and follow-ups, the HQ people keep prodding by mail. Between-times, they answer a host of queries.

Editor Lyding doesn't pretend that, even after a half-century of all this, the *T.R.* people are omniscient. But they can tell you where to buy rattlesnake meat. "The thing that counts," Lyding says, "isn't *what* but *who* we know."

### Boasting Is Barred

One problem is to persuade a lot of manufacturers to stop boasting in their listings. Another is to put producers only in their logical, active classifications. Plastics molders, for instance, *might* make hundreds of things. But *T.R.* must be concerned only with those they are making.

On the other hand, some companies are too modest. For all its 100,000 products, G-E appears in only 800 separate listings. It doesn't even want to appear in *Motors: Electric!*

Three-fourths of *T.R.*'s revenue now comes from advertising.

In the last decade the number both of advertisers and of ads has doubled. In 1942, 4,453 advertisers placed 18,813. By 1946, 7,311 ran 30,704 and in 1951, 8,786 used 36,230. Thus the 9,956 advertisers for 1952 are 1,170 more than for 1951. Strangely enough, the advertisers grew faster than the ads—which increased only 1,051 this year.

In any event, *T.R.* in the last decade apparently has introduced 5,503 companies to advertising.

The *Register* urges its advertisers:

"1. Make sure your copy is prepared catalog-style . . . The buyer wants factual, descriptive, fully-informative material . . . He *looks* for your advertising under the product heading. You don't have to search him out with beautiful material.

"2. Supply a *key* address.

"3. Get your copy in *early*.

# SALE BLAZERS!



## Put Your Hat in the ring!

Lots of folks are letting point-of-sale advertising go to their heads . . . with big profit results.

Put your hat in the sales ring. Use SALE BLAZERS—bright, new, lightweight plastic badges for hats, caps and uniforms. So light, they won't tear cloth—even on shirts and dresses.

SALE BLAZERS come in a wide choice of clean, sharp colors, priced for economy. Send coupon below for the new SALE BLAZER catalog, with dozens of ideas for buttons, badges,

plaques and plastic display signs. Get your copy today!



Advertising Specialties Division

**PHILADELPHIA  
BADGE** COMPANY, INC.

1007 FILBERT ST., PHILA. 7, PA.

Established 1900

PHILADELPHIA BADGE CO., INC.  
1007 Filbert Street, Philadelphia 7, Pa.

I am interested in any plans or ideas that will help increase sales. Please send me your new SALE BLAZER Brochure.

NAME.....

TITLE.....

COMPANY.....

ADDRESS.....

CITY.....ZONE.....STATE.....



## Something New For Your Salesmen

### "Shop Talk About Selling"



It's a fast-reading, thought-provoking little manual in which Sales Management has reprinted thirteen of the most popular "Shop Talk" columns dealing with the techniques of professional salesmanship.

In order, the short chapters cover:

1. Approach to Selling
2. The Salesman's Vocabulary
3. Interview Manners and Mannerisms
4. Identity for You and Your Company
5. Competition Is a Hot Potato
6. Safeguarding the Buyer's Interest
7. Shipshape Sales Tools
8. Service Salesmanship
9. Alertness in Selling
10. Follow-through on the Sale
11. How to Be a Star
12. How to Improve Your Techniques
13. How to Win a Promotion

**Price: \$1 a copy**

80c ea. 13 to 100 — 60c ea. 100 or more

## Sales Management

386 Fourth Ave.  
New York 16, N. Y.

"4. Make sure that an advertisement or product descriptive data appear under *all* major listings for your products."

The main value of all buying-guide publications, says Knudsen, is "direct buyer response — in inquiries and sales." To get them, and to know *where* they get them, 80% of T.R. advertisers use "keys."

T.R. advises against such obvious keying devices (to other manufacturers) as Dept. No. — or Desk No. —, as well as fractional street numbers, such as 742½ North Main.

But the official address still may be varied. For example, 461 Eighth Ave. fronts the entire block on Eighth Avenue from 33rd to 34th Streets. An advertiser located there could safely use 469 Eighth Ave. or 312 West 34th St. And in smaller towns larger firms can be found easily, even if the "key" streets don't exist.

Putting an 8,500-page baby to bed takes some organization. T.R. is published annually in December, for the following year. Forms for 70,000 classifications close between August 1 and December 1.

### A Plus for Promptness

For early copy Thomas offers advertisers various bonuses. One is *Thomas Jr.*—issued September 1 to advertisers who are "in" the main *Register* by June 1. Others are product descriptive data, with one six-point line or about six words free for each \$15 of contract space, to those in by June 1; free numbering of ads, and bold-facing of advertisers' names under product classifications.

Although circulation today is nearly twice as large as a decade ago, and usefulness and use have increased even more, Clay Adams points out that T.R. has raised advertising rates only three times in this period—20% for 1945, 20% for 1948, and 15% for 1952.

Today, for a four-page insert the rate is \$2,000; for a two-page insert, \$1,200. Only one insert is permitted in each listing section. "Initial" rate for a full page of three columns, totaling 7½x12½ inches, is \$700—which means a rate per page per thousand of only \$3.50. The smallest display unit is an "inch card," 2½ inches wide, at \$80.

For *additional* space in the same issue, rates range down from \$625 a page to \$30 for a second or third "inch" and to \$21 for the fourth or more. If the advertiser should not want a copy of T.R., even at his special \$7.50 price for it, he deducts this amount from his payment. Other

rates cover bold-type listings, tabulations of branches, sales agencies, distributors, etc.

About 60% of the 37,281 ads in the 1952 issue were placed through 1,400 agencies. T.R. pays them 15% commission. Instead of a cash discount to advertisers, it grants a 5% prepayment renewal discount.

### 93% Advertiser Renewal

Ninety-three per cent of advertisers renew. It seems to pay. The Thomas people in fact have received so many advertisers' testimonials that they've published a duly-indexed booklet of "Results from Advertising in T.R."

A Connecticut metal firm reports "more than \$1 million business annually" from T.R. space . . . A Chicago ad agency says two of its industrial clients have received inquiries from Australia, Belgium, Colombia and Italy . . . A Pennsylvania machine company gets domestic inquiries at a cost of 10 cents and sales at 90 cents, for each \$100 of business attributable to this medium.

Although a number show that T.R. advertising "brings us extra results from other trade paper space," a St. Louis electric manufacturer—who also uses 16-page inserts in catalogs and monthly pages in 12 business papers—says he gets half of all his inquiries from two small insertions in T.R.

New outfits tell how their first ventures into the big book helped them to get started . . . A Tennessee producer, after four years of personal selling to land a big eastern prospect, finally won a first order—"under the key address used only in the *Register* . . ."

About 20 of Thomas' 55 salespeople are independent contractors. The other 35 work under them, and are hired, trained, paid and directed by them.

The company emphasizes the contractors' independence. On all memos to them appears the printed statement: "Nothing herein shall be taken as an order or direction, or as controlling the manner or time of procuring advertising, inconsistent with the independent control status existing between Thomas Publishing Co. and its advertising contractors."

The contractors employ low-pressure, "educational" selling. They realize, Adams says, that they are helping to build the businesses of thousands of manufacturers. They take time to explain, and they exert some effort to get things right.

When an area rates more coverage, the company gets the contractor

to hire more men. T.R.'s distribution of manpower parallels rather closely industrial activity in each area. More than half of the total force work in or out of New York, Chicago, Philadelphia, Detroit, Pittsburgh, Los Angeles and Boston. Others are in Buffalo, Indianapolis, Milwaukee, Providence, Richmond, San Francisco, Syracuse and Tacoma. . . . But the two "Atlanta" men range from the Carolinas to Colorado.

The only contractor currently doing space advertising is Charles A. Burton, who uses the *Torch* of Milwaukee Advertising Club. Others, however, run mail campaigns. Thomas may prepare copy, and often writes special letters for them.

Each December, all 55 pay their way to a three-day, all-work sales conference in New York. Adams asks them in advance the subjects they want to take up. But "at the last minute," he says, "I usually have to work out the program myself."

### Contractors Report Weekly

At the conference, Adams tells the men what the company is doing and planning, and what Thomas likes and dislikes about their work. The men reciprocate! . . . They all suggest and discuss promotional material needed. They analyze newer industries and possible new classifications in T.R. to embrace them.

(During World War II, Contract Manufacturing appeared. It stayed on, and now totals 235 pages.)

Once a week, on the average, Adams gets a report from each contractor. In addition to advising all the men individually, he sends them monthly bulletins on progress, shortcomings and trends. One continuing problem is to get an insert for each listing section.

Since 1948 T.R. has employed an advertising agency—W. N. Hudson, Ascutney, Vt.—to place space advertising, which in 1952 will include 12 insertions each in *Industrial Marketing*, *Printers' Ink* and *Sales Management*.

The ads show that the big book "bridges the gap between catalogs, business papers and direct mail and all other media," and tell why "It's Smart to Start with T.R."

One quotes *Scientific American*: "Should a business firm line the walls of a room with filing cabinets, and fill every cabinet with cards, the probability is that the fund of information would fall short of that contained in *Thomas' Register*."

And then there's the theme: "9,956 advertisers can't be wrong."

L. K. Firestone, President of Firestone Tire & Rubber Co. of California, says:



**Machine shut-downs**  
ARE AN  
**economic waste...**

THAT'S WHY WE USE  
**FLYING TIGERS FOR**  
"PRODUCTION INSURANCE"



Thousands of America's leading companies are using Flying Tiger Air Freight. **Are You?**

FLYING TIGERS... ANOTHER BUSINESS BUILT ON "CAN DO"

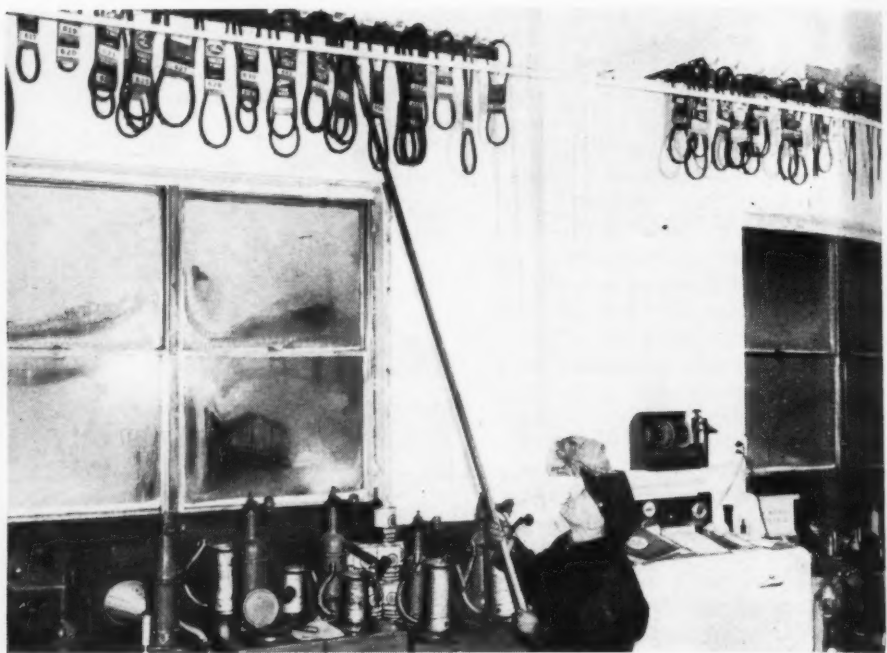
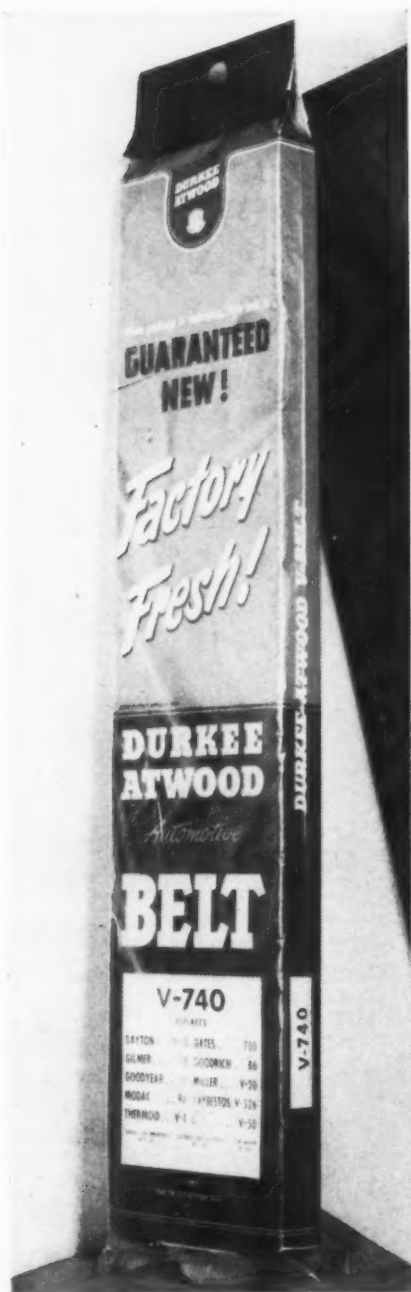
Write for "THE AIR FREIGHT  
WAY TO LOWER COSTS  
AND BETTER SERVICE"

**The Flying Tiger Line Inc.**

GENERAL OFFICES: LOCKHEED AIR TERMINAL, BURBANK, CALIFORNIA. CABLE: FLYTIGER



This is the package...that is breaking down this tradition...



## Four Times More Sales When Durkee-Atwood Packages V-Belts

You've seen 'em hanging from the walls of service stations, dusty and disordered. Then D-A broke with tradition, gave V-belts a new dress, built a new merchandising plan. Sales leaped—not only on fan belts, but on other D-A products.

When Durkee-Atwood Co., Minneapolis, came out early in 1951 with a packaged V-belt, the traditions of 40 years of fan belt merchandising were shattered.

V-belt packaging became the focal point of an entirely new merchandising plan—a plan that, in the first six months of operation, lifted sales to four times those of 1950. The packaging idea evolved because Durkee-Atwood needed something new to meet stiff competition—something that could help the D-A belt hold a stronger position at point-of-purchase.

V-belts are no small-change busi-

ness. Annual gross volume is about \$50,000,000.

Engineer of the packaging move and the merchandising ideas which developed out of it is C. T. Stafford, who joined the company about two years ago as sales and advertising manager.

When Mr. Stafford appraised his competition, he found a picture something like this:

Even though a dozen or more companies manufacture automotive belts, one deeply entrenched brand had gained and nailed down a dominant position in the field through the extensive operation of a very large field

force. Mr. Stafford's work was cut out for him: to successfully initiate an after-market sales program for D-A belts. About 20 million replacement fan belts are sold each year. His job was to devise a marketing program that would assure D-A a greater share of this business.

From previous experience in the automotive after-market, he was aware that practically all fan belt sales to motorists come about only because of emergencies.

"A broken fan belt will bring a motorist into the first filling station or garage he sees," Mr. Stafford points out. "And when he gets there



## and giving a new look to dealers' stocks.



he doesn't care what make of belt you put on or what it costs. His first concern is to get his 'steamer' cooled down so he can get rolling again. Quality of product is of secondary consideration—he takes that for granted."

This emergency-purchase angle was significant to Mr. Stafford. It pointed to the importance of availability, therefore distribution was the major problem confronting him.

As he studied the market and analyzed merchandising methods of competitors, he was unable to discover any method which embodied a basically different approach from the others. For example, at point-of-purchase all belts, regardless of brand are sleeved in a cardboard collar, hang on racks. They look shopworn, are "displayed" wherever the garage attendant can find space. Open loops of belts extend beyond the sleeves, are targets for light, dust, grease and moisture—and all have a deteriorating effect on rubber products.

He also noted, during his visits to service stations and garages, that lack of uniformity in manufacturers' numbers identifying various belt sizes makes dealers reluctant to change from the specific brand they happen to handle.

"I concluded," says Mr. Stafford, "that our best move was to develop something new to offer dealers—a merchandising innovation. We needed a new marketing idea, possibly a different method of packaging. We

hit on the plan for using a sealed package to give our V-belts a beauty treatment."

The sealed package was not only to protect belts from deterioration, but to make more attractive displays possible. Another idea was to overcome the "numbers" confusion by introducing an easily read cross-reference system on the face of the package. Mechanics had long been familiar with stock numbers of competition, so Mr. Stafford decided to print competitor's numbers on the package—but to print Durkee-Atwood's stock numbers in larger type in the hope that eventually mechanics would get used to the D-A number and automatically reach for it.

After months of surveys and package testing, Mr. Stafford came up with his answer: the "Factory Fresh" package. It consists of a shallow, narrow tagboard carton, brightly printed and enclosed in a plastic sealed outer wrap. It provides ample space for the cross-reference listing of popular brand belt numbers for each application, make, or model of cars serviced, and lists the top width and inside-outside circumference of the belt contained in the package.

The information printed on the outside of the package eliminates the need for consulting catalog pages or application charts.

Concurrent with the package development, market studies were conducted to establish procedure for the most effective means of setting up

distribution channels. This analysis was conducted at warehousing, jobber and dealer levels.

It was confirmed that the factors influencing warehouse distributors and jobbers in taking on any new line are: (1) quality of the product . . . which was no problem because all first-line V-belt quality is high; (2) completeness of line; (3) service rendered by the manufacturer; (4) merchandising support from the manufacturer; (5) manufacturer's discount policies; (6) manufacturer's distribution policies.

At the dealer level it was apparent that the "Factory Fresh" program would encounter resistance generated by (1) aggressive competition; (2) private brand belts distributed by service stations franchised by oil companies; (3) car manufacturers' private brands distributed through their dealers; (4) competitors' missionary men detailed to check dealer stocks and make changeovers to their brands; (5) lack of dealer recognition and acceptance of a new name.

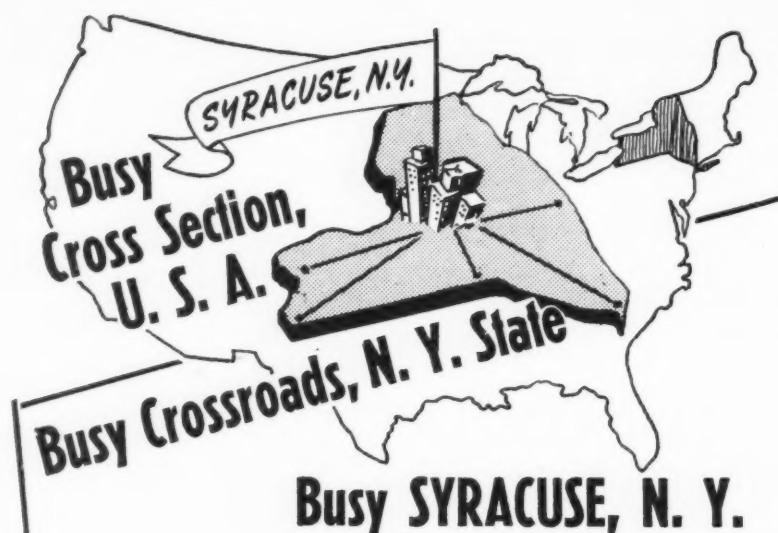
"Since Durkee-Atwood does not maintain factory branches to warehouse its products, the selection of well-established distributors at key points was essential," Mr. Stafford says.

### Packaged Story for Jobbers

"Another thing, warehouse distributors usually service many smaller jobbers, who were easily brought into the field. Jobbers who buy from the warehouse distributors, we classify as 'A' jobbers. At the same time, we began to set up what we term 'AA' jobbers. These jobbers buy direct from Durkee-Atwood on our minimum contract basis but do not service smaller jobbers."

To help do a convincing selling job at the distributor level, a flip-over presentation was prepared. It provides the visual outline for a more detailed review of the "Factory Fresh" program at meetings of distributor management and sales personnel. A display kit also was prepared as a sales tool for the presentations. It is essentially a wall rack display of "Factory Fresh" packages in a traveling case.

A presentation was also prepared for the distributors, to be used in selling jobbers, thus forging the next link in the distribution chain. A flip-over presentation retains all basic arguments but is slanted at the jobber level. To further encourage jobber participation, a "limited distribution" policy was evolved. It assures job-



## A No. 1 TEST MARKET RICH IN ALL GOOD BUSINESS ESSENTIALS

### RETAIL SALES

**\$626,171,000**

Total No. of Retailers . . . . . 6,991

### WHOLESALE SALES

**\$618,817,000**

Total No. of Wholesalers . . . . . 978

### FARM INCOME

**\$95,385,000**

No. of Industrial Workers . . . . . 74,791

No. of Manufacturers . . . . . 903

No. of Family Units . . . . . 181,650

Source: all figures from  
SRDS 1951-52 consumer markets

### NEWSPAPER CIRCULATION

**DAILY . . . . . 209,229**

**SUNDAY . . . . . 320,864**

**COMPLETE COVERAGE  
AT ONE LOW COST!**



**ALL BUSINESS  
IS LOCAL!**

### The SYRACUSE Newspapers

**HERALD JOURNAL — POST STANDARD**

(Evening)

(Morning)

**HERALD-AMERICAN**

**POST-STANDARD**

(Sunday)

(Sunday)

**GENERAL ADVERTISING REPRESENTATIVES**

**MOLONEY, REGAN & SCHMITT**

bers of protected territories.

Distributors also were supplied with a novel mailing piece, consisting of a miniature "Factory Fresh" package, and each package containing a cut section of a Durkee-Atwood V-belt as a sample of construction. To facilitate mailing, each package was inserted in a cloth mailing bag with a business reply card addressed to the distributor. Then a dealer presentation was prepared, patterned after the other presentations.

As soon as the new V-belt program had gained a foothold in distribution, an advertising campaign previously worked out with the Harold C. Walker Advertising Co., Minneapolis, was initiated.

Dominant space was scheduled in leading automotive business papers to tell the "Factory Fresh" story to jobbers and dealers. Publications used included *Motor*, *Motor Age*, *Super Service Station*, *Jobber Topics*, *Northern Automotive Journal*, *Southern Automotive Journal*, *Automotive News* and *Northwest Motor*.

### A Healthy Sales Increase

Complete coverage of jobbers was assured by selection of a controlled circulation publications reaching all jobbers. A similar blanketing of dealers was obtained through national and sectional papers.

When Mr. Stafford submitted his program to Durkee-Atwood management for approval, he announced as his immediate goal 10% of the nation's automotive V-belt business. The program was launched in March, 1951.

In the first six months of distributing the new packages, Durkee-Atwood V-belt sales catapulted to four times the total for all of 1950.

Twenty-six warehouse distributors have been appointed, together with approximately 325 "A" jobbers and 30 or more "AA" jobbers. These distributors and jobbers are spread through the United States and new ones are being assigned each week.

Approximately 2,000 dealers have already changed over to the "Factory Fresh" V-belt program and more are being added daily.

Has the repackaging paid off in any manner in addition to the new dealers?

Says Mr. Stafford: "Where we sell fan belts, we will sell other products. From those dealers we have had a 25% increase in the sale of Durkee-Atwood automotive hose, frost shields, weather stripping, chemicals, friction tape and inner tubes."



# RETAILERS!

selling job for them because it reaches so few of their customers.

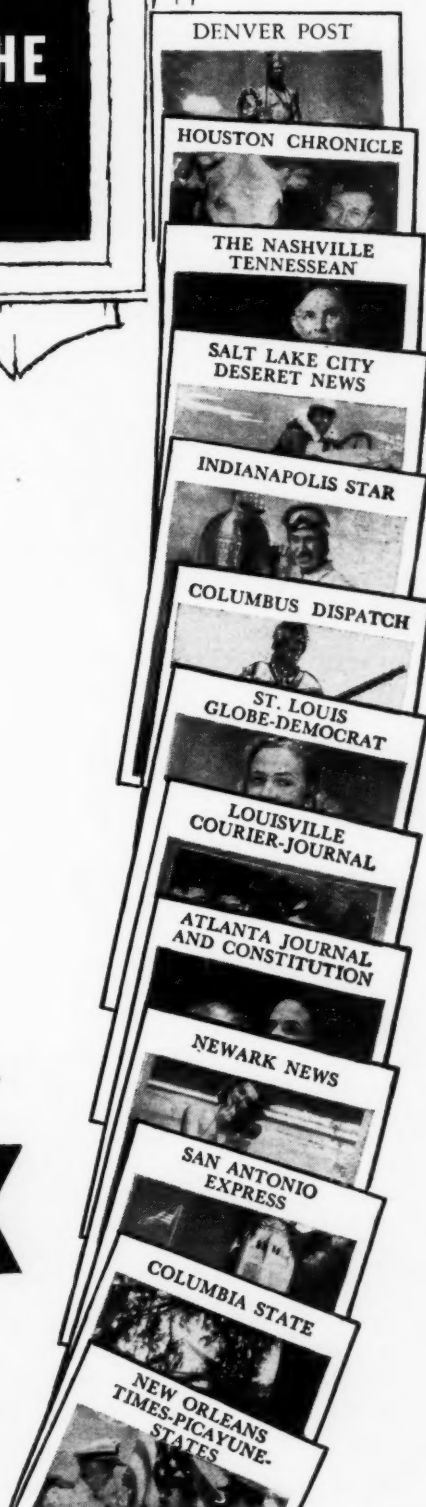
The solution? Magazine Advertising at the *Local* Level! Take your retailer's advice, test your next magazine schedule at the local level . . . in the thirteen markets served by LOCALLY-EDITED GRAVURE MAGAZINES.



**LOCALLY-EDITED GRAVURE MAGAZINES**

Thirteen weekly newspaper magazines featuring The Local Touch for highest reader interest, greater advertising value.

TOTAL CIRCULATION: OVER 3 MILLION COPIES WEEKLY





# Census Bureau's Net Hauls in Some Queer Fish

SM's Washington editor takes a busman's holiday from the weightier doings in the nation's capital to investigate the strange products and services that inventive people dream up to develop into eccentric career opportunities.

**BY JEROME SHOENFELD • Washington Editor**

In the club car or while talking to a new neighbor, you finally get around to "What, may I ask, is your line?" expecting, without noticing that you expect, a cut and dried answer. He's a lawyer, a banker, a salesman or buyer, some kind of executive, a trade union organizer, accountant—one of the usual things. He might tell you, "Well, I'm in fish," adding, as your mind roams inquiringly for a second among pictures of boats and fish stores, "I fly tropical fish from Latin America. For the pet and aquarium market." You'd be surprised if he said that he blends colored waters to shades appropriate for glass eyes.

Most of the people you meet do have occupations you think you can sum up in a single word. A young man in school, deciding what he's going to be, first thinks of and, more or less, equips himself for something usual. It doesn't ordinarily occur to him that he ought to train dogs as department store night watchmen.

## Who Sells Turtles?

Yet, if you look around some morning, you'll notice maybe a half dozen occupations or businesses the existence of which would never have occurred to you. You might see small decorated turtles at the pet counter of a five and dime, going on to learn that somebody makes a living by breeding, painting and selling them. How many thousands of people have these odd jobs or businesses, even the Bureau of the Census can't estimate. The Bureau, after all, has the assignment of classifying, of putting the jobs and trades into neat categories and counting, rather than searching for oddities.

Washington is itself peculiar and people fashion businesses suited to no

other place. There are the scores of government agencies which day by day grind out press handouts for the hundreds of newspaper correspondents. An errand boy had the job of collecting them for one of the news bureaus, but decided several years ago to quit, to go into business for himself. As before he canvassed the agencies for their press releases but instead of taking one from each carted them away by the hundreds. For a monthly fee, he delivered batches to all correspondents who subscribed to his service. Now he has a substantial business, an office and staff of messengers and at least two competitors.

## What Lobbyists Buy

It's a city of lobbyists. The lobbies themselves form a market for a hundred special services. Congressional Intelligence puts out a daily circular, telling which committees are meeting, what they're doing, what bills are introduced, reported, passed, etc., what government documents are published. On request, CI rushes these documents to its subscribers. Then, as big hearings open—those on basing points or on excise taxes, for instance—the proprietors look for interested people and offer them daily coverage.

In La Platta, Md., Samuel Ward keeps a barn full of old congressional hearings, reports, etc. A lawyer trying a case might write asking, "Do you have the original House report on the Robinson-Patman Act?" Ward will send back a postal card with either of these checked: "I don't have it" or "I think I have it." If it's the second, he will start rummaging.

Each time the Government starts something new alert people look to see who's interested and in one way or another make themselves go-be-

tweens. One way is to start a news letter, a highly specialized one, and there have been such letters on war surpluses, purchases by the ECA, NLRB decisions. Letters slanted to sales managers on FTC policy somehow have always flopped.

Washington is a city of transients. The proportion of out-of-towners in the streets and in restaurants is probably higher than in any other city. So, there's a good business, better than anywhere else, in making hotel reservations and in greeting trains and planes on behalf of hosts who are too busy to go to the station or airport themselves. Since so many continually move in or out, there's also money in crating and shipping dogs and cats.

## Accident Policies for Dogs

In most cities, there isn't anybody who makes an exclusive business of shipping pets. There will always be other services for them. Truly competitive is the business of boarding them when their owners go on vacations. There are specialists in dogs, in cats, in canaries; some who'll also take monkeys. It's harder to find boarding houses for white mice, rabbits and hamsters. In Hyattsville, Md., a well-to-do man is looking into the feasibility of writing accident policies for cats and dogs.

It doesn't take much observation of any half-way respectable sport to show what creates a market. The manufacture of sporting goods is Big Business and also obvious business—but not all of it. You may have read or noticed at the ball park that the team's top slugger has his favorite bat. If you followed that up, you'd probably discover that it had been made to order for him—by a company in Louisville, Ky. Fielders also buy custom-made gloves and not all golf clubs are designed for the masses. There's also a company that makes plastic helmets which the batters put under their caps as a protection against beaming. From Chesapeake Bay comes a silt, with which practically all the big league umpires rub the new baseballs: It's just coarse enough to take away the sheen without scratching.

Even chess provides curious livings.

# LIVE ACTION DEMONSTRATION IN GIANT SIZE

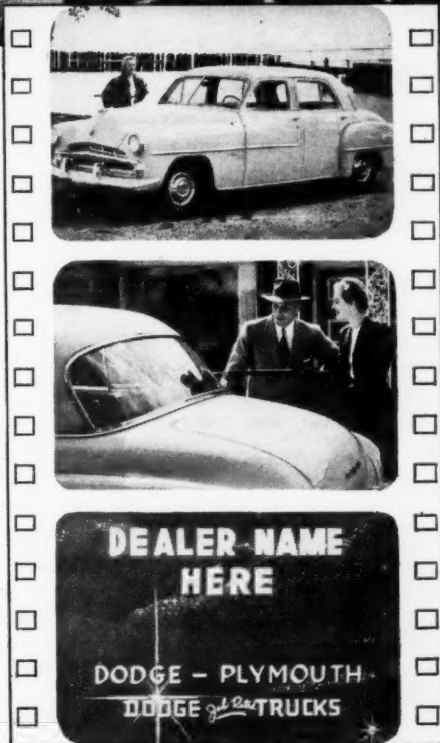


## DODGE Dealers use SPOT MOVIE ADS to Demonstrate Latest Models to Theatre Audiences

Movie Advertising is the *one* medium that combines sight, sound, action *and color*, plus GIANT SIZE — for dramatic live-action demonstration. That's why SPOT MOVIE ADS in theatres are used so successfully by Dodge Dealers — and many other leading advertisers.

Dodge SPOT MOVIE ADS appear in selected theatres in the neighborhoods of Dodge Dealers . . . get the undivided attention and interest of each Dealer's best prospects while they're gathered together, comfortably seated, relaxed and receptive. A Dealer signature at the end of each film turns interest into easy action.

Find out how you can put the powerful impact of SPOT MOVIE ADS to work for you — in any or all of 15,000 available theatres. Call or write our nearest office for full information.



## MOVIE ADVERTISING BUREAU

NEW YORK: 70 East 45th St.

CHICAGO: 333 North Michigan Ave.

NEW ORLEANS: 1032 Carondelet St.

KANSAS CITY: 2449 Charlotte St.

CLEVELAND: 526 Superior N.E.

SAN FRANCISCO: 821 Market St.



## "The Tacoma Market Is A Major Factor In Our Merchandising,"

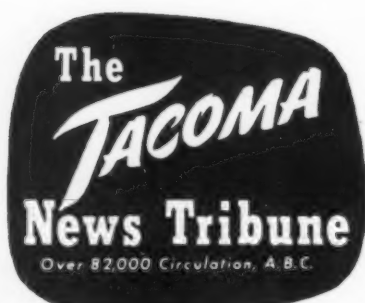
Says W. E. Rhodes, Manager  
of Associated Grocer's  
Cooperative, Seattle

Associated Grocer's Cooperative,  
1916 Occidental Avenue, Seattle,  
has 75 stores in the Tacoma  
trading area.

W. E. Rhodes, manager, has this  
to say: "Tacoma and its rich  
trading area is an important  
segment of the growing Puget  
Sound area. From every aspect  
of the sales picture, it merits  
careful attention from any firm  
hoping to do a complete mer-  
chandising job in Western  
Washington—where more than  
50% of the state's total business  
is done."

And we say: "Think TWICE about  
Tacoma . . . a separate, distinct  
market, effectively covered ONLY  
by the dominant News Tribune."

Ask Sawyer, Ferguson, Walker  
Company.



and **KTNT**  
Transit Radio



When Fram saw the home-made version of this chart it knew . . .

### Where to Get an Idea

A customer thought up this idea; Fram Corp., Providence, picked it up, called it the "Lubri-Graf," and turned it into a useful sales promotional piece for truck fleet owners, farmers.

The "Lubri-Graf" is a handy device for the maintenance superintendent or driver (One of them thought it up.) to check correct time to change oil filters in engines.

Here's how it works: Read across and each dot represents one day in the month. Each row down represents one truck or tractor engine. Each day the driver or maintenance superintendent pulls the oil measuring stick (dipstick) out of the engine, shakes one drop of oil onto the dot for that day for that engine. If the oil filter is clear he can see a little gray dot inset in the larger one. When the oil coming through the oil filter becomes too dirty to see the inside dot the driver knows it is time to change the oil filter. It sells oil filters.

Rarely can a chess champion support himself on the sport alone; there aren't enough people who'd pay to watch his exhibit matches. But some of them open combination chess clubs and restaurants, where devotees play as they eat. And there's a pretty big chess industry, including even the manufacture of score boards for people who play by mail.

In the business of feeding people, there seems to be something new almost every week. It wasn't so long ago that the sale by mail order of carefully selected Florida fruits or Wisconsin cheeses surprised people as they read the advertisements; now it's pretty standard. People are always dreaming up something to specialize in: whole or half fried chick-

ens delivered to your home at dinner time; delivery of casserole suppers.

There seems to be a boom in dishes associated with particular nationalities and appealing to the childhood memories of second generation Americans. Blintzes—a Jewish dish consisting of meat or cheese wrapped in dough and fried—were first put on the market in New York City by several housewives. Now the larger companies offer them frozen. Again, to be Kosher, chickens must be slaughtered in a particular manner, which always kept the business local. But the Rabinical authorities recently sanctioned central slaughtering, opening the way to canned and frozen Kosher chicken in what used to be a closed market. The local slaughter-



## ACB PROVIDES

# Current Advertising and Marketing Information from 1,393 Key Cities



### The ACB Retail Store Advertising Report Service

Gives quick, accurate information on the newspaper advertising you ought to see . . . advertising by your own dealers . . . your competitor's dealers . . . can include national advertising as well as test campaigns if desired . . . you specify the territory to be covered and brand names to be reported on . . . widely used by merchandisers whose goods are sold through retail stores.

This service is sometimes called "Dealer Tie-In Reports." Use it for a single city—or for any and all the 1,393 U. S. daily newspaper markets. You specify what territory you wish covered, and which products or brands are to be included.

Then as ACB reads the daily newspapers, it marks and reserves any page containing an advertisement called for by your coverage.

After each advertisement is analyzed and measured, a report is typed covering all advertisements collected. The information usually desired in these reports includes the following:

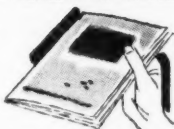
- A) City and State B) Publication
- C) Date of Issue D) Name of Store
- E) Brand Name of Product
- F) Price of Product Advertised
- G) Size of Advertisement

A summary is included as part of the report and shows overall totals or "Number of Ads," "Total Linage," etc.

In addition to "Retail Store Reports" described above, ACB offers the following Services: Tear Sheets . . . Schedule Listings on National Advertising . . . Linage Reports on National Advertising . . . Cost of Space reports on National Advertising . . . Paste-ups for Salesmen . . . Unduplicated "Ad" Service . . . Outstanding & Representative Ads . . . Dealer Mat Service . . . Scrapbooks . . . Position Reports . . . Radio & TV Log Listings . . . Advertised Price Reports . . . Dealer Cooperative Advertising Services . . . Brand Mentions . . . Magazine Clipping & Space Reports

### ACB's NEW 48 page catalog sent FREE!

#### Contains Many Useful Suggestions



Advertisers are constantly finding new uses for the various ACB Services. Here are typical examples described in ACB's New Catalog. How to—

- gauge local promotion in 1,393 cities
- give salesmen city-by-city sales data
- increase your lineage over dealer names
- get complete details on your dealer ads
- get details on competitive dealer ads
- guard against trademark infringements
- make co-op campaigns run efficiently
- "scout" field for new developments
- reduce wastage of dealer mats
- keep an always up-to-date scrapbook
- rate hundreds of "positions" at a glance
- locate "mentions" in advts. of others

#### ACB Report "Boils It Down" from 22 tons to 1.8 pounds



The ease of receiving and digesting marketing information in "report form" is illustrated by a monthly report on Retail Store Advertising which was recently prepared for a manufacturer of women's apparel.

To prepare this monthly report, ACB examined 31 daily and Sunday issues of 1,750 newspapers weighing 22 tons.

From these 22 tons of newsprint, ACB recovered 5,034 tearsheets of interest to our client. The weight of these tearsheets was 148 pounds.

The information contained in the 148 pounds of tearsheets was then condensed into a typewritten report weighing 1.8 pounds—each advertisement being listed alphabetically by city within each salesman's territory, so that all important data regarding each advertisement could be seen at a glance.

#### ACB Saw It Happen!

A famous agency had released a big new campaign for a big-time advertiser in a bitterly competitive field . . . orders mailed . . . plates shipped . . . agency receives its ACB Unduplicated Service . . .



OUCH \*?! Coincidence \*?! STOP THE PRESSES . . . a competitive campaign had started . . . with identical copy theme . . . almost identical layout and art . . . ditto typography . . . it was a once-in-a-million-coincidence . . . but ACB saw it happen! —From "Case Histories", ACB CATALOG.

#### Much Basic Data!

ACB's new catalog contains a directory of all daily Newspapers in the U. S.; 10 pages of tables from the U. S. Dept. of Commerce Report, showing number of stores and sales by states in each of 101 retail store classifications.

The ACB Catalog tells how charges are based on each service.

Send for your ACB Catalog today!



The  
**ADVERTISING  
CHECKING BUREAU  
INC.**

#### ACB SERVICE OFFICES

79 Madison Ave.	New York 16
18 S. Michigan Ave.	Chicago 3
20 South Third St.	Columbus 15
161 Jefferson Ave.	Memphis 3
16 First Street	San Francisco 5

# The New picture

## in the restaurant field

To keep your selling geared to the changing restaurant field in the year ahead, check up on what's happening in *fast food service*. The field is growing rapidly. Many restaurants are switching to counter service. Many fine new quick-service places are being built. Others are expanding. Now, the profit-side of the restaurant field is in the *fast food service eating places*.

## Up to 40,000 circulation\*

To cover this expanding market, **FOUNTAIN & FAST FOOD SERVICE** will now serve the entire field: the leading fountains, luncheonettes, drive-ins, snack bars and coffee shops. It will help them to step up their profits with aggressive merchandising, better equipment, more and better foods. This magazine, with its long background of successful selling, will be the place where operators in the market for vast quantities of foods, supplies and equipment will look for the facts about *your products*.

\*Effective January, 1952

only 1 magazine combines all 4

### FOUNTAIN & FAST FOOD SERVICE

- serves the fountain fast food field exclusively
- covers all methods of cooking and serving and equipment for fast service
- offers audited circulation
- gives you balanced coverage that parallels the market, coast to coast.

**FOUNTAIN & FAST FOOD SERVICE**

386 Fourth Avenue,  
New York 16, N. Y.

1902 50th Year of Publication 1952

ers—schoichetim—resist the trend as well as they can but the authorities have decided against them.

The caterers, too, continually discover new angles. The business of supplying box lunches has spread. Once, the airlines were the only large customers. Now, they're bought by factories, by companies with large office staffs and by schools.

Not long ago, the Colorado Agriculture Department put some restrictions on the packaging of frozen deer and elk. Proprietors of the frozen food lockers came to OPS asking to be allowed to pass on their higher costs. Their plea was granted in part.

If you don't stop to think about it, you probably take it for granted that refrigerators—with the tray for ice cubes—have driven out the retailing of ice. It's not so. In almost every city there's a big ice company, which on demand will sell pails or tubfuls of additional cubes when you're running a big party. Look in the Red Book under "ICE."

Years ago, in Greenwich Village, a man who called himself Tiny Tim had his own way of selling candy—mostly chocolate with cream centers—at a mark-up no ordinary vendor could dream of. They were "Soul Candies" which he canvassed from table to table in the Village tearooms, laying it on with gorgeous highfallutin' that each piece exactly suited the tastes, temper, "soul" of the lady accompanying the gentleman he was addressing. He made money and got his name into the Sunday supplements.

## Starling Remover

Each winter Washingtonians feel that their city is plagued by the great flocks of starlings, which, as you watch them overhead, look like leaves being blown from one building cornice to another. Building owners lament their muss. So, there's a company that is redesigning cornices so as to leave no perching places.

In the Pentagon, there's a man whose only job is to walk the floors, testing the electric bulbs and replacing bad ones. Another has a tool for quickly fastening loose tiles. Maybe in other cities, this work is contracted along with the dusting of venetian blinds or the repair of faulty locks. A Baltimore concern specializes in the thorough cleaning, including fumigation, of theaters. A former Walt Disney artist has built up a business etching stained glass for churches by a method remarkably like sandblasting. And everywhere are people who can repair stained

glass windows when they break.

People who know nothing about how advertising work is done are astonished that catalogs are illustrated, on contract, by concerns that do nothing else, and that each picture is drawn by at least a half dozen men, down to the one who just does hands and feet. The decorative arts are competitive indeed and a craftsman, one whose work doesn't sell merely by virtue of it's being his, repeatedly tries stunts. There was a good living for a while in fabricating jewelry novelties from clock parts. Now the trade prefers sea shells. Sea shells, along with glass, waxed papers and plastic, have recently become a primary material for artificial flowers.

## "Ghost Painting, Inc."

One Washington artist, a painter, noticed how many people earned livings as ghost writers, so many indeed that American University set out to teach it. The crafts draw on each other. He created his own "Ghost Painting, Inc.," selling pictures, in the style demanded, to people who, as he puts it, "are too busy to do their own paintings," or, more bluntly, to those who crave applause sufficiently to cheat. There are enough of them to keep several people busy. A man, just returned from a cross-country motor trip, says that he found suppliers of the native art sold on Indian reservations—an unexpected variation on the "Made in Brooklyn" label you sometimes find on the fruit cake in the Florida fruit baskets, which tourists pick up in Miami.

Frederick N. Sard, now an organizer for the Amalgamated Clothing Workers, once exploited an interesting promotion specialty—not in the labor field—that hadn't occurred to anybody else—one hundredth birthdays. There was, he reasoned, a year when, say, Fifth Avenue first opened, which the Fifth Avenue Association could make something of a century later. Didn't Lord & Taylor have a birthday? Sard looked up the records, researched the histories, organized the centennial celebrations. One of these, for Ludwig von Beethoven on behalf of Columbia Phonograph, probably first revealed the vast market for recordings of the musical classics—until then merely touched on by Victor's old Red Seals. When the centennial was over Columbia went into the album business in a big way: Columbia's chairman, Louis Sterling, pointed out in a newspaper interview that this branch wouldn't be troubled by obsolescence.

Promotion takes every kind of



quirk. A company in Ohio and another in Virginia now organize town-ship celebrations—the props, the local speakers, the bands, the refreshments and, of course, the ultimate fund-raising for one purpose or other.

A dozen odd occupations, unknown to the general public, surround the rituals of death and burial. The business press in the field carries the advertisement of a landscape engineer who redesigns old graveyards, restoring them to a business basis. Such restoration may take unusual turns. A man looks for the town boys who left for and made good in the big cities, so that their ultimate patronage may be pledged preferably with full payment for a plot.

Many people have side lines that appeal to sentiment. Dr. Diosdado M. Yap, chief of the Washington Bureau of the *Manila Chronicle* discovered a way to preserve news clippings—as he says, forever. So, he diligently reads, among other things, the obit notices which, along with his offer, he mails to the heirs. He also writes to people who, for one reason or another, get their pictures in the paper. Jerry Newman heads Esoteric Records—the last word in modern atonalities or, on the other hand, medieval chants. He likes to play with his sound recording equipment: He helps mothers preserve the precious bawling or prattle of their infants; again, the expressions of high praise, when companies at lavish banquets retire an officer, can be turned on for repeated reassurance.

Labor Department experts say that all sorts of new businesses are being opened around what they call “geriatrics”—problems of the aged. People open schools for their leisure, prepare their special diets and, naturally, care for their investments.

Not all new business services are offered by such great companies as International Business Machines Corp. or Remington Rand Inc. There are also free lancers. A man in New York City had a wide acquaintanceship among actresses and models. He noticed two characteristics common among them: They were out of jobs much of the time; in addition to acting or modeling, they could type, take shorthand or bookkeep. So he takes on rush jobs, stacked overtime work, which regular staffs can't handle. He's paid extra. In Washington, a new concern offers, on an annual basis, to re-ink worn typewriter ribbons at what is estimated to come out at about 25c each. There's an honest man who, on order, will open your safe if you've forgotten the combination.

Serving municipalities, as you

might imagine, is a big field. If a town decides to build an airport, the aldermen can't themselves determine whether to have one or two runways, how much land to use, how much to spend; neither are they aware of the available subventions. One of the most prominent consultants is James C. Buckley, Inc., New York City.

Cities are bothered by the rapidity with which traffic directions—“Wait for the Light”—painted on the gutters wear away. A company, taken on by Washington, inlays a kind of rubber concrete, which wears at the same pace as the surrounding asphalt.

It's a frequent complaint that companies put out products that spoil too quickly and that they don't sufficiently try to keep the goods they've already sold in repair. When that happens, there are always other people ready to jump in. The Bureau of the Census records hundreds of kinds of repair services—not only the usual things such as mattresses and work gloves, but also machinery for making wigs and buttonholes. A man who's hard of hearing and is going to a formal dinner, can rent both the dress suit and an ear phone.

### Embalmed Whales

Circuses have competition. The Pacific Whaling Co. embalms part of the catch and on flat cars ships it eastward for exhibition at 25c per admission. The amateur competition offered by schools and clubs is supported by professional stage managers, also supplying costumes and props, who go from town to town.

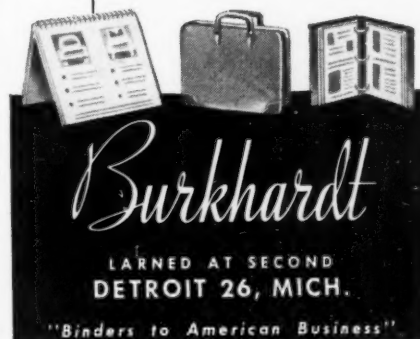
A promotion-minded laundryman, out to beat the machines, hit on a system, which is being copied everywhere. For \$1.40 he'll wash and iron whatever you can squeeze into a pillow case. In Ohio, a tailor is experimenting with slot machines, which he hopes some day to install in every office building and subway station. By a telephone in the slot, you tell the central office what you're leaving and what you want done; the girl tells you when to come back.

Some of those who dream up new businesses are forced by-and-by into another dream or into conventional work; some hang on with difficulty; some, on the other hand, succeed gloriously. To take a few illustrations: Diaper service was one of the queer notions when two MIT students started it about 20 years ago. So was the idea of making up and delivering baby's formula milk. So, going further back, was Robert Fulton's steamboat.



**B** **INDERS**  
*for*  
**B** **BETTER**  
**B** **BUSINESS**  
*by*  
**B** *Burkhardt*

40 years know-how make Burkhardt Binders better. All sizes—all types in stock and to order. Write for samples and descriptive folder.



**Coming . . . April 15**

**5 Cockeyed Ideas Salesmen  
Entertain about Advertising**

Sample: "I am merely a typical average American. The chances are what I like others like, and what I don't like others won't like. That's why I can judge how good an ad is by the way it strikes me."

By Otto Kleppner  
The Kleppner Co.



# Working Helpers



To help your Marketing Program produce top results—Pictorial Review, as an integral part of each newspaper, delivers all the help each newspaper has to offer.

We ask simply to sit with your Divisional Sales Manager—to learn about your problem and objective so we can tie our service into your plans.

## TOOLS



Sales Controls, Commodity Studies, Route Lists, etc. Practical, factual, useable tools for sales and advertising executives—all developed by HAS and Hearst newspapers by actual work in the field.

## SALES MEETINGS

For dramatizing "P.R." in your Sales Meetings with your men, distributors, brokers, key dealers, etc., we have "P.R." Editorial Stars on large canvas 6' x 5'.

## FOR YOUR SALESMEN

To sell buyers your "P.R." advertising we supply your salesmen with MAGNET brochures for any "P.R." city (in color) 8½" x 11"—containing a breakdown of population in each town and "P.R.'s" circulation.



We supply your salesmen with 14½" by 18" five-color Day Glo sheets dramatizing the "P.R." Star headline show—its Writers and Artists.

#### COLOR AD AMPLIFICATION

**REPRINTS**—Since Color Page cost is included in the rate, by using electros you can purchase for selling and display use, Color Reprints on coated stock. (Advertisers used over 294,000 of these last year.) Current cost on request.

#### BROADSIDES

For dealer use (Dealer Imprint) or for general dealer work — many companies used a 4-Page Newspaper stock broadside — Color Page ad on back, leaving 3 pages of EDITORIAL space for illustrating, methods, manufacturing detail, drawings, etc. (Advertisers used over 5 million of these last year.) Current cost on request.

#### MAIL

We will mail "P.R." Magnet Brochure with letter re your use of "P.R." on our letterhead (content as approved by you) to key buyers you select in territory we circulate to. (Your only cost is postage.)

#### MEN

Sixty-five specially trained young men make up our Merchandising Departments. We will make personal calls on key buyers, chains, supers, jobbers, etc., telling the "P.R." Star Show Value — circulation effectiveness — drill in your use of "P.R." — show your copy, etc. (What we say and to whom, under your direction.)

#### WE RENDER OTHER SERVICES, TOO,

fitted to various local situations in each "P.R." city — the detailing worked out in discussion with you.

## *Sunday* **Pictorial Review**

DISTRIBUTED WITH THE SUNDAY ISSUES  
OF HEARST NEWSPAPERS IN  
THESE TEN MARKETS

**BOSTON • NEW YORK • BALTIMORE  
PITTSBURGH • DETROIT • MILWAUKEE  
CHICAGO • SEATTLE • LOS ANGELES  
SAN FRANCISCO**

**Buy one city — some or all  
the choice is yours**

**REPRESENTED NATIONALLY BY HEARST ADVERTISING SERVICE**





**HANGING IT ON THE LINE:** J. Gordon MacKinnon used bits of feminine apparel to illustrate his points. Sample: Nightie signified "Don't go to sleep on the job."



**SELLING THE LADIES:** Dr. David Guy Powers (left) and C. Stanley Bowman, two of the three speakers, went on a hand-shaking tour during one of the intermissions.

## Wives Learn How to Help Hubbies Break Sales Quotas

The girls had fun, but they also picked up some sound ideas about ways to help papa hoist the pay check. It all happened at a training course sponsored by Boston SM Club.

Especially invited to attend the final session of a five-evening "Complete Sales Course" recently conducted by the Sales Managers Club of the Boston Chamber of Commerce, wives and sweethearts of the 500 enrolled salesmen and executives re-

sponded enthusiastically and numbered nearly 50-50 with the men among the 800 present.

The mere men leaders of the course, probably encouraged by the magnitude and breadth of their reputations as outstanding dispensers of

sales-how, dared to focus their talks on 101 ways for the gals to cajole and guide their hubbies and boy friends into more intelligent and intensive sales efforts—and greater volume—and more take-home pay.

As is sometimes characteristic, the smarter sex took the studied advice good-naturedly and intimated that they would even apply it extensively—adapted, of course, to their own males in their own ways. However, they let it be known—with here and there a giggle or little eyebrow lifting—that, although this kind of a sales meeting in itself was brand new to them, and that they surely did appreciate the chance to attend, they had not been entirely deficient in the Bolstering-Up-of-Males Department. But thanks for the tips, boys!

### A Change of Pace

Unlike most sales clinics, this one had three headliners instead of one. The "boys" were Dr. David Guy Powers, well known sales consultant, president of Shea-Powers Associates, New York City, and author of a number of best-seller sales books; J. Gordon "Buck" MacKinnon, executive director of the Dale Carnegie Courses in New England, and adjudged the best convention speaker last year, and C. Stanley Bowman, New England division manager, Paul D. Newton Co., Milton, Mass., known throughout the country as a sales trainer.

Four long evenings the "boys" had been imparting to the "students" the tricks of such important procedures as how to analyze prospects, how to sell ideas, how to use showmanship, how to make people buy, how to put human relations into selling relations—in general, how to gear up sales efforts to achieve greater triumphs. The "students" had been enthusiastic, too. Some of the bigger companies had sent their entire sales force to the sessions. The event had been more than ordinarily successful.

But this feminine-packed grand finale was something else again. The speakers evidently realized beforehand (and management, too, meaning largely Walter C. Gorenflo, president of the Boston Sales Managers Club, and I. D. "Dan" Chamberlin, secretary) that what was good enough for men, at that sales gathering or elsewhere, would not suffice for the ladies. If the proceedings didn't have a strong feminine angle, all—or at least much—would be lost.

"Buck" MacKinnon, the first speaker, didn't waste any time voicing that thought. As soon as he began



# HOW TO BREAK RESISTANCE TO A HIGH RETAIL PRICE

## *New book gives tested ways of getting dealer cooperation*

When your salesmen are finding that dealers don't want to carry a product that's priced above its competitors, they're bucking old arguments. They can get the dealer cooperation they need by using methods that crack salesmen have used to meet these objections. You can help them by placing in their hands the new tool that shows them just what these selling methods are.

This tool is "Adventures in Merchandising," the new book by Lionel B. Moses. The overcoming of price resistance is just one of the special, tested techniques it gives to salesmen. Every chapter is packed with ideas that will help your salesmen get dealers to *sell* your product, rather than just *carry* it.

"Advertising Age" summed up the value of the book when they said, "Any salesman who reads the book will find it difficult to refrain from putting at least some of the ideas into practice."



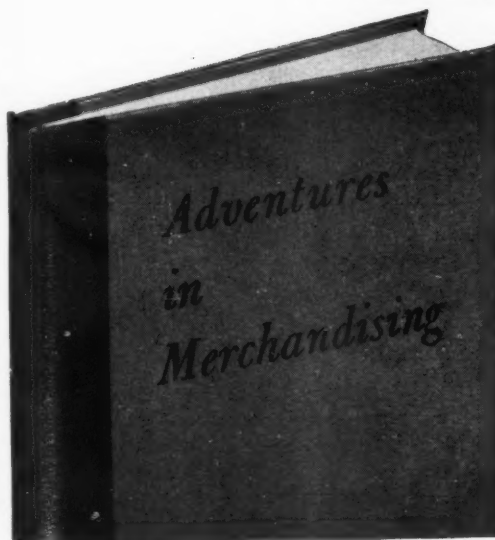
# ADVENTURES IN MERCHANDISING

by **LIONEL B. MOSES**

Vice-President, Parade Publications, Inc.

Formerly Director of Merchandising, American Weekly

209 pages; \$2.50 per single copy; liberal discounts on quantity purchases



This lively and readable book contains twelve Adventures, each showing how some salesman managed to put into his selling the extra push that got his product off the dealer's shelf and home to the customer. The fifteen chapters of the book explain the basic principles these successful salesmen used, and show how these principles can be put to work for you. Here are a few of the many valuable selling ideas your salesmen will get from the book:

- How to interest the dealer in your special promotions by putting into them a "plus" for him
- How to sell, off season, a product that you have always thought of as seasonal
- How to help the dealer—and thus get him to help you—by building up his store traffic
- How to give the retailer real merchandising help instead of using "strong-arm" methods to move slow items
- How to gain great immediate benefits from the company's advertising
- How to handle complaints so that both the customer and the company are satisfied

**SEND FOR YOUR COPY!**  
**ASK FOR A QUANTITY-DISCOUNT QUOTATION**

### **Fifteen Chapters packed with sales helps:**

- |                            |                          |
|----------------------------|--------------------------|
| 1. The Reason Why          | 8. Something for Nothing |
| 2. The Writing on the Wall | 9. Distribution of Ideas |
| 3. Who Pays Your Salary?   | 10. Sampling             |
| 4. Objective Thinking      | 11. Demonstrating        |
| 5. What Smart Buyers Buy   | 12. Surveying            |
| 6. Sell the Spring         | 13. Get the People In    |
| 7. Traffic Magnets         | 14. Advertising's Job    |
|                            | 15. Merchandising's Job  |

Pilsbury Publishers, Inc., 170 E. 79 St., N. Y. C. 21

☐ Please send me — copies of "Adventures in Merchandising," for which I enclose \$2.50 per copy.

☐ Please quote a quantity-discount price for — copies.

Name .....

Company .....

Address .....

City & State ..... SM-4-1

to speak he hung up items of women's attire on a strategically strung line in back of him on the stage. The pinning up of a slip, he explained, for instance, didn't mean that the wife of the salesman was to present one to her husband or vice versa, but that she should caution him against slipping up on his daily selling stint.

Similarly, a night gown signified: "Don't go to sleep on the job!" And when he pinned up a girdle, having trouble with the clothespins, man-like, he said: "The best description of this is that it prevents an unfortunate situation from spreading; and, use the analogy, girls, to impress your husbands that in selling, if an unfortunate situation comes up, he must stop it from spreading."

When "Buck" finished, Mr. Bowman, who acted as moderator for the evening (or would you call it expediter in this case?), declared a 20-minute intermission. The gals thought this was just a sort of stretching period which mere men arrange for at sales gatherings—if the previous speaker didn't talk too long. For once the men fooled them.

The three sales course leaders came down from backstage into the audience and shook hands with a

goodly number of the women. Club President Gorenflo and Secretary Chamberlin joined in. This was intended as an extra, make-'em-feel-at-home gesture. And it worked out that way. The ladies beamed their approval, perked up their interest. Nice to be duly recognized as better-halves, even though you've known it all the time!

That was only half of it, however. "Doc" Powers went into action next, behind stage. Many sales managers have heard his ring story: how a woman "sells" the man she picks to marry her. For instance, she doesn't say, "Give me a call" but "Give me a ring." She doesn't speak of the beautiful diamond bracelet in the jeweler's window but the wedding rings surrounding it. She orders beer instead of champagne at the night club, so she can draw three rings on the tablecloth while sipping it, etc.

Well, "Doc," figuratively speaking (He got down on his knees.), proposed to a long line of young ladies as they passed by while he held up the famous ring he uses in his ring story. Naturally, the gals held out their ring fingers just as if they were expecting a ring at the moment.

It was certainly an unusual inter-



lude—intermission, we mean.

In his talk, a little later, "Doc" earnestly urged the salesmen's wives to "build up" the ego and good nature of their husbands before they left in the morning. Along these lines: Even if his puss would sour nectar, tell him how handsome he is. Praise the tie he picked. Harp on his good qualities rather than the faux pas he made at the party the evening before. Tell him you know he's going to knock those buyers dead that day; he's going to do it for the wife and kids. And, by gosh, he will!

The entire program was slanted toward the ladies. Even in closing the meeting, Walter Gorenflo, president of the Sales Managers Club of the Boston Chamber of Commerce, expressed rosy hopes that the men would make more money as a result of the course—and, naturally, it was understood, have more take-home pay for the women.

In the aisles and hallways afterward, the women said the program helped them to see, at least in some cases, that their husbands might have a little on the sales ball, after all. And, come to think of it, maybe those sales gatherings of various sorts weren't a total waste of time, or merely excuses to get away from fire-side evenings.

Of course the gals didn't realize that certain unobtrusive suggestions by certain wives were responsible for a good part of the decidedly-feminine tinge to the gathering. Or did they?

## Unlimited Opportunity for TEXTILE SALES ENGINEER

A client of ours has an unusual opening for a man—probably between 30 and 40—capable of taking complete responsibility for the national sales organization and development of a full line of paper tubes, reeds, harnesses and allied items normally used on textile looms. The successful candidate for this position will become an important executive in a fast growing, fully established organization which manufactures and distributes textile machinery and supplies. He should, of course, have a textile engineering and sales background, a complete knowledge of the practical application of these products in mills, and an entree to and acquaintance with prospective buyers. His future will be limited only by his own capabilities and capacity to grow. Earnings can be set on any practical basis he suggests with provision for profit sharing and eventual stock ownership in the corporation. This is a genuine, opportunity-of-a-life-time in congenial southern surroundings. Please reply by letter only (in strict confidence, of course) fully outlining your qualifications.

**BALDWIN, BOWERS & STRACHAN, INC.**

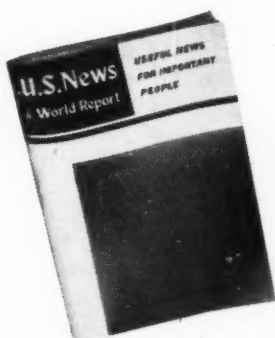
ADVERTISING AGENCY

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BUFFALO 2, N. Y.

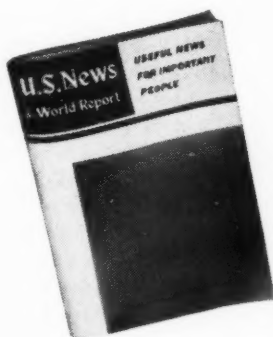
*Class News Magazine*

## U.S. News & World Report



*has now crossed  
the 500,000 mark in  
net paid circulation*

## U.S. News & World Report



*is the only major  
weekly magazine which  
has doubled the circulation  
it had in 1945*

**More useful to more readers**

**More valuable to more advertisers**





# Why Norwich Pays Flat Sum For Salesmen's Travel Expenses

Whether or not you agree with Norwich Pharmacal's six reasons you'll find them a challenge to one of your most pesky management problems. Mr. Hogeman shows you how his company determines the 24 rates of payments.

**BY THEODORE M. HOGEMAN**

*Market Research Manager, The Norwich Pharmacal Co.*

Probably no 100% satisfactory method has ever been devised for handling salesmen's automobile and traveling expenses. In many cases, the employer feels he is paying—although he can't prove it—for things he shouldn't have to pay for. In other cases, the salesman feels he is not being allowed certain legitimate expenses legitimately incurred.

At Norwich Pharmacal Co., Norwich, N. Y., we feel we have developed a method of reimbursing our field men which has many advantages to offset the great amount of labor necessary to set it up. The detailed work involved was purely clerical, once the basic rules were laid down.

## Semi-monthly Allowance

Briefly, the plan used by Norwich consists of a fixed allowance paid semi-monthly in advance to each salesman. The allowance is custom-tailored for each territory after a systematic study of that area. It has these principal advantages:

1. No auditing of salesmen's expenses is necessary. For example, the salesman doesn't have to defend to his manager a high-price dinner. Thus, clerical labor and hard feelings are avoided.

2. The company is happy in that it knows in advance exactly what it is going to pay out in traveling expenses.

3. The salesman is happy—provided, of course, the allowance is a reasonable one—because he knows exactly what he's going to get and exactly when he'll get it. If he can make a buck on it now and then, by spending less than allowed, and still cover his territory properly, no one

is going to hop on him, and he'll have no twinges of conscience. In other words, he has the maximum incentive to cover his territory efficiently and in accordance with management's desires, and at the same time has reasonable flexibility to order things as he wants: how much he spends on meals, what kind of car he chooses to drive, etc.

4. The salesman's wife is happy, too. Since the allowance is paid in advance, friend husband can start off Monday morning with his expense money for the week in his pocket, without having to borrow from the wife's grocery money.

5. The company knows that each salesman is being treated with the same degree of fairness. Since each allowance is custom-tailored for each territory, and the same procedures followed in developing each allowance, either every salesman is getting, say 5% too much, or 5% too little. We know that we are not over-paying 10% in one territory and under-allowing 10% in the next. True, it is theoretically possible we are over-paying Salesman X by 10%, but if we are, we are *also* over-paying Salesman Y by the same amount. Similarly, if we are under-paying Salesman X, we're also under-paying Mr. Y by the same amount.

## Come Within 5%

(Incidentally, we know we are pretty close on the beam, since the total expense allowances for groups of men determined by the procedures we followed, turned out to be within 5% of what actually had been reported by the men under our former set-up. Individual comparisons could not be made, since at the time the

new expense allowances were inaugurated, boundaries of each territory were altered, and expenses in old territories were not comparable with those in the new ones. Hence only the group comparison could be made.)

6. If adjustments become necessary in the expense allowance because of rise in food costs, automobile costs, or hotel rates, the proper adjustment for each territory can readily and easily be computed. This is true in spite of the fact that no two of our territories are exactly alike in respect of what it costs to cover them.

It is undoubtedly impossible, of course, to develop a system with these advantages for every company with men in the field. Each organization has its own problems and own methods of selling, and the requisites for such a system would not be available to all.

## Field Set-up

To show how this plan was developed by us, it is first necessary to describe briefly how we operate through our field staff. The entire United States is divided into 95 specifically outlined territories. No two territories overlap. Generally, county lines are followed. In large cities, such as New York, Chicago and Los Angeles, where more than one man works, the streets limiting each territory are outlined.

Each salesman calls on independent drug stores in his territory. We know how many accounts are in each territory, and we also know approximately how many calls a salesman can make in a week. (Actual records indicate that this figure is surprisingly uniform throughout the country, despite the fact that some men have to spend a great deal more time driving than do others.)

The company expects each salesman to call on each of his customers regularly, in order, without skipping around.

The company also makes this assumption: The salesman's expenses in covering his territory are a function of two variables and one non-variable. The two variables are how many miles a year he drives his car,

AGAIN IN 1951

# **THE CHICAGO DAILY NEWS IS**

# **FIRST** IN THE NATION IN

# **FOOD**

# **ADVERTISING**

MORNING, EVENING OR SUNDAY

Rank	Newspaper	Linage
1.	CHICAGO DAILY NEWS (E).....	3,777,658
2.	Miami Herald (M).....	3,428,942
3.	Houston Chronicle (E).....	3,126,819
4.	Kansas City Times (M).....	2,890,043
5.	New Orleans Times-Picayune (M)....	2,686,657
6.	Dallas Times Herald (E).....	2,681,284
7.	Milwaukee Journal (E).....	2,637,584
8.	Cleveland Press (E).....	2,629,102
9.	Minneapolis Star (E).....	2,622,417
10.	Grand Rapids Press (E).....	2,618,629
11.	Detroit News (E).....	2,548,177
12.	Buffalo Evening News (E).....	2,547,302
13.	Toledo Blade (E).....	2,537,317

Rank	Newspaper	Linage
14.	Portland Journal (E).....	2,517,505
15.	Memphis Commercial-Appeal (M)....	2,508,806
16.	Akron Beacon Journal (E).....	2,477,777
17.	Sacramento Bee (E).....	2,476,266
18.	Washington Star (E).....	2,453,010
19.	Jacksonville Times-Union (M).....	2,439,696
20.	St. Louis Post-Dispatch (E).....	2,437,310
21.	Hartford Times (E).....	2,387,879
22.	San Diego Tribune (E).....	2,373,537
23.	Rochester Times-Union (E).....	2,359,176
24.	Denver Post (E).....	2,355,476
25.	Oakland Tribune (E).....	2,334,999

(Includes: Retail Grocers, Groceries of Department Stores, and General Grocers)

AND . . . here is the overwhelming score in Chicago



## **TOTAL GROCERY LINAGE CARRIED BY CHICAGO NEWSPAPERS IN 1951**

Source: Media Records, Inc.  
Liquor linage omitted.

Newspapers	Linage
CHICAGO DAILY NEWS .....	3,777,658
DAILY HERALD-AMERICAN .....	2,164,703
DAILY TRIBUNE .....	2,106,239
SUNDAY TRIBUNE .....	744,047
DAILY SUN-TIMES .....	633,743
SUNDAY HERALD-AMERICAN .....	340,918
SUNDAY SUN-TIMES .....	233,018

## **CHICAGO DAILY NEWS**

*For 77 Years Chicago's HOME Newspaper*

JOHN S. KNIGHT, Publisher

DAILY NEWS PLAZA: CHICAGO 6, ILLINOIS

\* NEW YORK OFFICE:  
9 Rockefeller Plaza

\* SAN FRANCISCO OFFICE:  
Story, Brooks & Finley,  
703 Market Street

\* DETROIT OFFICE:  
Free Press Building

\* MIAMI BEACH OFFICE:  
Hal Winter Co.,  
9049 Emerson Ave.

\* LOS ANGELES OFFICE:  
Story, Brooks & Finley, Inc.,  
1651 Cosmo Street

and how many nights a year he is away from home. The non-variable is the cost of fixed charges, such as license plates, automobile depreciation, and insurance.

Given the above-named conditions, it seemed possible to develop a fair expense allowance for each territory. We know where each salesman's every account is located; we know how many he could call on in a week. From this data, we can ascertain the basic facts for each territory which determine how much expense each salesman has to undergo.

We realized, of course, that we would not come out with the exact number of miles and number of nights away from home in each case, but if we could develop a standard procedure for computing these, we would approximate these by the same proportion in each territory. This is particularly important since in the interests of getting the analysis done within a reasonable period of time, several people would have to be working on the problem at once, and we wanted to eliminate to the greatest possible extent any variability due to differences in methods of such people.

### Standard Procedure

Consequently, our first step was to write up a standard procedure manual for each of the people working on the analysis.

In the manual we have made a number of assumptions, most of which fortunately cancel each other. For example, when a man is 40 miles or more away from home, we don't bring him home that night. We all know some of the men will go home when they are *more* than 40 miles from home. But by this standard method, we do allow for such individual salesman's idiosyncracies, by allowing the cost of staying out for the night. If he wants to use that allowance up by buying the gas to drive home and drive back again the next morning, it's all right with us.

When this phase of the work was completed, we then had the basic data we needed to determine the expense allowances. We broke each man's allowance down into five sections for our own records:

1. Annual mileage driven.
2. Annual number of nights away from home.
3. Annual number of working days not away from home. This figure was obtained merely by subtracting the number of nights away from home,

from 250 working days in the year (50 weeks times 5 days), making proper adjustment for any weekend nights we had kept the man out.

4. Annual fixed-charge allowance. This covers depreciation on the car, license plates, and fire and theft insurance.

5. Property damage and bodily injury insurance.

### Per Unit Allowance

The next step was to determine the allowances per unit of each cost element. Once these were agreed upon by management, the determination of the actual expense allowance was clear sailing. All we had to do was multiply such rates by the figures for each territory, add up the cost, and there it was. The procedure was as follows:

1. Annual mileage was multiplied by the rate we agreed upon for operating expenses. This included gas, oil, grease and minor repairs, but no depreciation or other fixed charges. In certain sections of the country where gasoline is higher, the rate was revised proportionately upward. Otherwise each territory was assigned the same rate.

2. Annual number of nights away from home was multiplied by the agreed-upon allowance for one day's meals and hotel bill. (Incidentally, such a rate did not have to take into account the possibility of higher hotel rates in large cities, since these cities are usually the headquarters cities of our men, and hence the salesmen are living at home when working in these cities.)

3. Annual working days not away from home were multiplied by the agreed-upon allowance for one day's lunch and parking fees (the latter often quite sizable in the large home city).

4. The annual allowance for fixed charges was the same for each man, and was determined on the basis of his driving one of the lower-priced cars. Those who preferred driving a more expensive car should, we felt, assume the extra depreciation and operating costs.

5. Property damage and bodily injury insurance premium cost is assumed by the company for each salesman up to \$5,000 property damage and \$10,000-\$20,000 bodily injury. Hence no allowance had to be made here for such charges. Any salesman can have higher limits by paying the incremental cost only.

When we added up these figures, of course, we got 95 different totals

—one for each territory. So that we wouldn't have 95 different allowances, we broke them down into groups, with no man's actual allowance being more than \$50 a year higher or lower than the computation described above. This gave us 24 expense classes. These allowances were set up so that they could be divided into 23 semi-monthly installments of round amounts each, with no installment being paid during the standard two-week vacation period.

One additional computation remained to be made—that being the rate of deduction when a man was not in his territory because of illness, extra vacation according to length of service, etc. This was a necessary feature of the expense allowance because we feel that the expense allowance is paid to cover the territory, not as a part of compensation.

This deduction applied to operating expenses only; that is, all expenses except the fixed-charge allowance, since fixed charges go on whether the man is working or not. We determined the amount for each of the 24 expense classes by subtracting the fixed charge allowance from the total and dividing the remainder by 250 working days. We thus got a "per diem" deduction rate for each of the 24 expense classes.

### Do Not Itemize

In operation, then, we pay a man his expense allowance for the first half of January in full on December 31. If he is out two days in the first half of January, we deduct twice his "per diem" rate from his expense check for the last half of January.

In announcing the plan to the salesmen, we did not itemize the expense allowance, to avoid discussions as to whether we had allowed sufficient miles or sufficient nights out, etc. We realize that none of the men will cover the territory in exactly the number of miles we allowed, nor with exactly the same number of nights away from home, and conversely. As long as the salesman feels that the total is a reasonable one, we feel there would be no need to invite discussion by itemizing it.

This plan has now been in effect for about a year, and is working out quite satisfactorily. If time necessitates changes because of increases in costs, the rates can be altered very easily, and the proper adjustment in each territory soon determined.

For instructions on how to compute the standard allowance for each territory turn to page 110.



Move  
more merchandise  
in  
Northern Ohio . . .



Six sure-fire selling forces now combine to move merchandise for advertisers using the effective, new WGAR MerCHAINdising Plan.

- 1 Powerful 50,000-watt WGAR tells and sells more than four million listeners . . .
- 2 Two leading national grocery chains swing into action . . .
- 3 Exclusive point-of-purchase displays go up for one full week in 197 stores . . .
- 4 WGAR personalities appear at sales meetings and store promotions . . .
- 5 Product stories, pictures and news of sponsor activities are featured in WGAR's widely circulated merchandising publication . . .
- 6 WGAR promotes the plan continuously through "on-the-air" and newspaper publicity

*in Northern Ohio..*

**WGAR**  
the SPOT for SPOT RADIO

Ask today for the WGAR MerCHAINdising Plan booklet that tells the complete story of six selling factors in one sales-building program that really moves merchandise!

RADIO . . . AMERICA'S GREATEST  
ADVERTISING MEDIUM



WGAR Cleveland • 50,000 WATTS • CBS  
EASTERN OFFICE: 665 FIFTH AVE., NEW YORK CITY



Represented Nationally by  
Edward Petry & Company



**You** can do a real selling job in the busy 33 County Golden Belt which rang up 31% of North Carolina's 1950 Automotive Sales

**\$198,327,000**  
(SM 5/10/51)

The Raleigh News and Observer is the ONLY Morning-and-Sunday Newspaper in this active, growing area.

**114,446 Morning**  
**118,912 Sunday**

(ABC Audit, 12/31/51)

*The Raleigh*  
**News and Observer**  
MORNING & SUNDAY  
Raleigh, North Carolina

Rep: the Branham Company



It takes more than taste to put your product on the tongues of America's original "Captive Audience"—parents! Don't forget there's money in Sonny—and Susie, too, the boss product demanders! They yell for the soft drink that gives balloons—and they get it. And your sales message on PIONEER Qualatex "Floating Billboard" balloons advertises—and SELLS!

Any product moves faster with low-cost PIONEER balloons as package inserts, tie-ons or self-liquidators. Gorgeous colors, printed in non-fading crackless pigments. Our Ad Service Department gives you ideas, samples, imprint information.

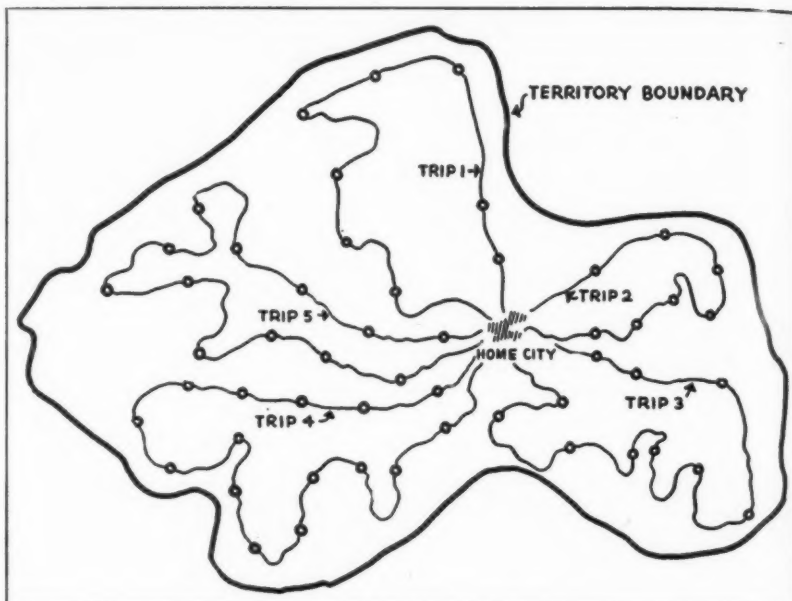
Guaranteed by Good Housekeeping  
NOT AS ADVERTISED THEREIN

Write The PIONEER Rubber Company, 179 Tiffin Road, Willard, Ohio.



## Why Norwich Pays Flat Sum For Salesmen's Travel Expenses

(Continued from page 108)



EACH Norwich Pharmacal's salesman, ideally, should work his home city first, and then, commencing with Trip 1, make a series of "clover-leaves" covering his territory.

## How "Clover-Leaf" Routes Cut Travel

Norwich's district managers follow these instructions in determining the number of miles to be driven by each salesman and the number of nights he will be away from home:

1. On a road map, spot every town to be covered, indicating number of accounts in each town.

2. Determine number of weeks for one complete coverage of territory as follows:

- Divide number of accounts by 40. When fractional weeks are produced, drop the fraction if less than  $\frac{1}{2}$ , add a week if over  $\frac{1}{2}$ . Example: 320 accounts would call for exactly 8 weeks. 310 accounts would call for  $7\frac{3}{4}$  weeks, make it 8 weeks. 290 accounts would call for  $7\frac{1}{4}$  weeks, make it 7 weeks.

3. Assume the salesman works 5 days per week, and makes an average of 8 calls per day (thus producing the 40 calls per week referred to in #1 above).

4. Have the salesman cover his "home city" first, determining the number of weeks and days it takes to cover same by dividing the number of accounts in home city by 40. Thus, 98 accounts in the home city would

mean 2 weeks + 2 days for a complete coverage.

- The "home city" is defined as the corporate limits of the home city plus all accounts and towns within a radius of 10 miles of the home city.
- Allow the salesman 30 miles per day in covering his home city, with no nights away from home.

5. Work out so-called "clover-leaf" routings for the balance of the accounts in the territory, covering same in the balance of the time allowed for a complete coverage.

- For example, if a territory has 310 accounts, of which 98 are in the home city, it will take 8 weeks for a complete coverage of the territory. 2 weeks and 2 days will be needed for the 98 accounts in the home city. 212 accounts remain in the territory, to be covered in the balance of 5 weeks and 3 days.
- It will of course, be impossible to work out ideal "clover-leaves" in every case, but nevertheless the ideal should be borne in mind, so that we do not have the

salesman criss-crossing and hedge-hopping over his territory in a random manner. What we are trying to establish is a reasonable, systematic method of covering the territory in an economical manner.

6. Use the following rules in working out the routings when the man is working outside his home city:

- Allow mileage between cities as shown on the road map.
- Allow the following number of miles for driving within each city:

City size	# miles
1-2 accounts	0 miles
3-5 accounts	10 miles
6-8 accounts	20 miles
9 or more accounts	20 miles per day, assuming about 8 calls per day

- Whenever the salesman ends up the day *more* than 40 miles from home, *and* will be covering the same general area the next day, keep him out for the night. An exception to this will be Friday night, of course, when you will bring him home for the week-end.
- Whenever the salesman ends up the day *less* than 40 miles from home, bring him home for the night, allowing him mileage home that night and back again to his first call the next morning.
- Do not keep the salesman out on weekends. This means that the maximum number of nights per week away from home will be 4, (Monday, Tuesday, Wednesday and Thursday).

#### EXCEPTIONS:

- (1) If on Friday night, the man is over 200 miles from home, *and* will be covering the same area the following Monday, do not bring him home, but instead keep him out. In such cases, do *not* allow mileage home from the last call Friday, nor mileage from home to the first call Monday, but instead allow him credit for 3 additional nights out—

## American Industry Looks to HEINN



### ...for That Better Look in Loose-Leaf Binders

Sales-conscious leaders in every industry know that Heinn Loose-Leaf Binders...

- 1) make your catalog look better;
- 2) give your customers a *better look* at what you offer.

Heinn custom-styles binders to fit the job instead of making the job fit a standard binder. And Heinn brings you patented, exclusive Protecto Process—the method of thermal embossing that uses a protective rim around all inked elevations to keep designs looking new for years.

Remember, it's Heinn for the lowest operational cost per unit per year.



# HEINN

MILWAUKEE



Originators of the Loose-Leaf System of Cataloging

### MAIL THIS COUPON TODAY

#### THE HEINN COMPANY

324 W. Florida St., Milwaukee 4, Wis.

#### Information, please.

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Catalog Covers      | <input type="checkbox"/> Price and Parts Books | <input type="checkbox"/> Sales and Instruction Manuals |
| <input type="checkbox"/> Proposal Covers     | <input type="checkbox"/> Acetate Envelopes     | <input type="checkbox"/> Plastic Tab Indexes           |
| <input type="checkbox"/> Easel Presentations | <input type="checkbox"/> Salesmen's Binders    | <input type="checkbox"/> Sales-Pacs                    |

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_





## 69<sup>th</sup> IN BUYING POWER

among Sales Management's  
162 Metropolitan County Areas

If you're planning a newspaper campaign to cover the first 100 markets according to Buying Power, then over 234,000 Quad-Citians are equipped in the pocket book to respond. Factories on the Illinois side of the Quad-Cities sign 65% of the payroll. And you cover Rock Island, Moline and East Moline (3 of the 4)

when you use

*The ROCK ISLAND Argus*

*The MOLINE Dispatch*

THE ALLEN-KLAPP CO., National Representative

*Mark your product*



- with a  
METAL NAME PLATE  
by



Spotlight your product with a sparkling metal name plate. We gladly cooperate with sales and advertising executives to create standout identification which reflects your product's quality . . . marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Let us help you improve your product identification. Write now for detailed information.

**CHICAGO THRIFT-ETCHING CORPORATION**  
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J  
Subsidiary of Dodge Manufacturing Corporation, Mishawaka, Indiana

i.e., Friday, Saturday and Sunday.

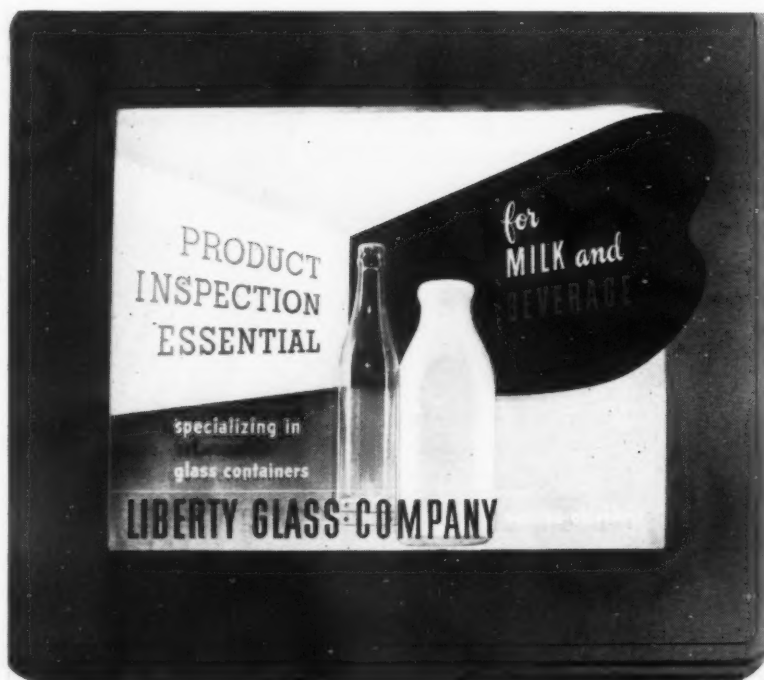
- (2) If the salesman has to drive over 150 miles to his first call on Monday, assume he will start on Sunday afternoon. This will mean that you will have one extra night out in such a week.

- f. If the salesman has to take a ferry at any time, make note of same, so that we can know how many ferry trips he has in one complete coverage of the territory.

7. When the routing has been completed, add up the number of miles and number of nights out for each week. This will give the number of miles traveled and number of nights away from home during a complete

coverage of his territory.

- a. Next divide the number of weeks for one complete coverage into 50 (working weeks per year, allowing for a 2-week vacation). This will give the number of coverages of the territory per year. Thus a 10 week territory would have 5 coverages, an 8 week territory, 6 1/4 coverages, a 6 week territory, 8 1/3 coverages, etc.
- b. Multiply the number of coverages (including fractions) by the number of miles, number of nights out, and number of ferry trips per coverage. This will give the number of miles, number of nights away from home, and number of ferry trips on an annual basis.



## Train Terminals Carry Liberty Glass Story

Liberty Glass Co., Sapulpa, Okla., expects nothing but good to come from the bid it has opened for further acceptance of the returnable glass containers it makes for the milk and carbonated beverage industries. Objective: To go beyond its own industry customers and tell the consuming public the advantages of the glass container, and, just as important, to promote and increase the use of milk and carbonated beverages. Liberty has selected this medium, a three dimensional display, to do the job. It will be placed in major railroad terminals throughout the country. Panels of copy are changed each month in order to keep interest in the display at a high level. Created by McArthur Advertising Corp.

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# 's a natural



When a tiger has triplets, she's doin'

what comes naturally. And an advertiser who

picks the three-county Metropolitan Cincinnati

Area is doin' what comes naturally, too, because

it's here that a mere 12% of the trading zone

contains 68% of the buyers and 77% of the income.

That means 900 thousand people spending

\$900 million a year on retail purchases.

What's the favorite daily for reaching this

rich market? The Times-Star, and so it

has been for 44 consecutive years. Yea, tiger!

it's the **TIMES-STAR**



NEW YORK 17: 60 E. 42nd St.; CHICAGO 1: 228 N. LaSalle St.; WEST COAST: John E. Lutz Co., 435 N. Michigan Ave., Chicago 11

APRIL 1, 1952



**TWO-BAG PAK . . .** keeps leftover potato chips fresh for tomorrow night. Gordon Foods, Inc., Atlanta, packages two eight-ounce bags of potato chips in a single bag, marked as the Gordon Twin Pack. Gordon trucks are the distinctive brand symbol printed on the outer bag. Clearly marked as containing two half-pound bags, the Twin Pack is a fast mover in taverns and restaurants. Cellophane and Glassine are the materials used for the bags. Packages manufactured by Milprint, Inc., Milwaukee.



**NO FUMBLING . . .** with bouillon cubes now that Nestle Co., has tucked them in wrappers that can be unzipped—just like cigarettes and other Cellophane wrapped products. A blue strip of "Zip Tape" is applied to chicken cubes, a red strip to beef cubes. Use of tape makes it possible to seal all joints of cube wrapper, which means longer storage life. Convenience feature is stressed in advertising, with illustrations of the cube being opened. Tape manufactured by the Dobeckmun Co., Cleveland.

## Packaging to Sell

**NOTHING DRAB . . .** to shoo away customers at point-of-purchase, this new card display (right) for Monowatt Inc., Clamp Plugs fights for shelf-dominance. As contrasted to the old display (left), the latest unit dramatizes the electric plug's biggest selling point—a special clamp feature which makes installation "easy as A-B-C . . . Snip, Slip, Clip." Note the multiple-sales appeal. It's an example of what can be done to perk up a humble product. Produced by Alan Berni & Associates, Inc., New York.



**EASY TO SPOT . . .** among the miscellaneous assortment of merchandise on druggists' counter tops is this streamlined plastic container of Heed Spray Deodorant, framed in its own showcard. Made of pliable polyethylene, the bottle is unbreakable, handy for traveling. It is available in four sizes, all in cool, sea-blue pastel color. Nozzle is engineered to produce an even spray when bottle is squeezed with finger tips. Container and display designed by Donald Deskey Associates, New York.





**MICHIGAN—ALWAYS GOOD**  
**IS TWICE AS GOOD IN THE SUMMER**

**BECAUSE MICHIGAN IS THE MIDWEST'S**  
**NUMBER ONE**  
**VACATIONLAND!**

**WJR**  
 THE GREAT VOICE OF THE  
 GREAT LAKES



**BEHIND A PERFECT FIT:** Because two out of three saleswomen have never sold swimsuits before, Cole uses Lastex shirting (easy to fit), attaches hang tags to each suit (sales feature reminders), and provides a "quickie" pamphlet for salespeople (shows how to size up and fit the customer—and suggest related items.)

## How Cole Saves the Sale At the Retail Counter

"Cole of California" is now a name in the swimsuit world. But it was an uphill fight to make it so. The company's competitive position has been immeasurably strengthened by conscientious effort to train those who meet users.

We read the "Adventures in Shopping" series with keen interest, because these articles prove that the most crucial moment of the entire marketing operation occurs at the retail counter. Here at Cole of Cali-

fornia, we call that phase "the last two feet," and from experience we know that those "two feet" can be a mighty tough gap to bridge. Here's why:

Years ago, Cole of California, a

*As told to James H. Collins*

**BY FRED COLE**

*President, Cole of California*

Los Angeles knitting mill, was losing money on its regular line, underwear. To win back lost dollars, the firm turned to bathing suits, which were then knitted, and made them up in colors—an innovation. We were able to get some dubious retail distribution by explaining that "they were wearing these in California." But the market was dominated by a skillfully advertised brand; we were unknown.

Our colors, however, attracted shoppers. They asked questions: Were the colors fast? Did the color influence quality? Our retail saleswomen had no answers, and because of this, sales were lost. Somehow we had to go to work on that last two feet to strengthen point-of-purchase sales techniques. Here's what we did:

Material samples were shown to salespeople in the few stores carrying our line. Points of workmanship were explained, and colors were tested for California sunlight. This gave our saleswomen talking points, helped them bridge the gap. We've been helping our sales force ever since.

Today, for example, we have at least 10,000 retail saleswomen at that last two feet, or four women at each account. We design approximately 100 swimsuits each season, show them to buyers in the fall, advertise them in the spring and stock stores through our sales force. But this operating cycle is wasted, we've found, unless the retail saleswoman knows what she's selling. So, by helping her sell, we help ourselves. Fashion shows, films and personalized instruction are the aids we provide.

We have the problem of inexperienced sales help. Our line is highly seasonal. From April to August the beach wear departments expand, and many stores will have as many as 50 girls in this department. As a rule, girls are drawn from other departments, or hired "cold." Seldom is there a hard core of experienced girls. Sales training, therefore, has to be planned accordingly.

To supply the never-ending parade of inexperienced salesgirls with convincing answers to customers' questions, we go over our line for the coming season and sift out the sales appeals—points of fashion, materials, fit, workmanship, suitability to cus-

**THE NATION'S No.1 BRIGHT SPOT**

**NORFOLK  
VIRGINIA**

We're not just bragging when we claim the Norfolk-Portsmouth area is the Nation's No. 1 Bright Spot. We've got the facts and figures to prove it! Take a look and see for yourself.

The Audit Bureau of Circulations has just realigned the population figures for the Norfolk City Zone and Retail Trading Zone. They set the City Zone figure at 385,111—an increase of 63% since 1940! This establishes the Norfolk City Zone as 43rd in the nation. The Retail Trading Zone is now 553,812—an increase of 49% since 1940.

Bank clearings of \$812,805,000 for 1951 topped all previous records and represent an increase of \$136,866.

Percentage changes in retail sales for 1951 over 1950 will give you an idea of the way our business is expanding:

Total sales up 8%, food up 23%, eating and drinking places up 35%, department stores up 12%, apparel up 14%, lumber and building materials up 12%, drug stores up 18%, furniture up 29%\*, appliances and radio stores up 44%\*.

(\*December, 1951, percentage increase over Decmbr, 1950.)

Located in the Hampton Roads area are 23 major naval and military establishments and commands, including headquarters for the Supreme Allied Command, Atlantic; headquarters for the Commander-in-Chief, Atlantic Fleet; headquarters for the Commander, Army Field Forces; and headquarters for the General Tactical Air Command.

Think we're just bragging now? To cap t'he climax, add this mighty big plus—the United States Naval payroll in the Norfolk-Portsmouth area is 300 million dollars!

**NORFOLK VIRGINIAN-PILOT  
NORFOLK LEDGER-DISPATCH**

*Represented by The John Budd Co.*



tomer types. We don't try to be too technical; like the customer, we're interested in results. "How will this suit look on me?" "What will it do for me?"

The very first thing we advise our salesgirls to say is, "This is a Cole of California swimsuit." Reason: California styling and the season's fashions are our mainstay. Back in the days of the "sad sack" suit we confidently told the trade that swimsuits would become fashion, and helped bring it about by lowering backs, recognizing bosoms, introducing new materials. Thus, "They're wearing them in California" became our first sales argument. That opening phrase identifies us with our advertising, with fashion. The opening phrase is short, but it conveys a great deal, and salespeople soon discover the potency of it.

### 30-Minute Sessions

Our training sessions are short. Girls are busy, have other merchandise to handle—including competitive beach wear. We have never asked for more than half an hour of their time, and often cut this to 20 minutes.

For a time we conducted a "road show," a sales clinic whereby the season's line could be shown by local models, explained sales-wise. We developed a lightweight velvet tent which could be put up for background in auditoriums. Cole suits were given away as door prizes.

Our cast included Margit Fellegi, designer; Margot Mallary, advertising manager, and myself. And because there is an insistent demand for the "top brass," Esther Williams, the swimmer, either traveled with us, or was brought into the show by remote

control telephone from Hollywood.

These clinics were held for all salespeople in major cities; there was only one show to a city.

Even though the clinics were planned strictly for sales training, the "live" packaging of the show created interest among retail people generally. Result: We had a ready-made audience for the films we began to make two seasons ago.

The first movie was called "Behind the Seams." It took the audience into our factory, showing details of workmanship, fit, fashion, quality. Last season's movie was "Beauty and the Beach," and besides showing California atmosphere and beautiful girls, the film introduced Hollywood features such as an underwater scene of small kiddies from Lissa Gengston swimming school, who modeled our children's suits.

We were the scenarists and producers, working with David Griffin of Griffin Productions, Los Angeles. In dollars, films cost more than clinics, but in their flexibility and audience circulation they are vastly cheaper—15 cents per spectator, according to our estimate.

### Salesmen Show Movies

These movies are especially helpful to our 20 salesmen who cover the U. S. They're provided with projection equipment, and if asked to do so will go to a store and put on the show. They can screen a film anywhere, anytime, to a group of swimsuit saleswomen, general store personnel, or even to a general consumer audience. The films are also used to open the beach wear season for customers in store auditoriums.

We found, with surprise, that sales

training can have advertising value. After store personnel and customers had seen our films, stores received requests for outside showings in theatres, schools, churches and clubs. With slight cutting or changes to play down the training angles, such movies can supplement consumer advertising in various ways.

Last season 40,000 persons in general audiences saw our movie. We feel certain this intensifies the effect of our advertising and helps bridge the gap at point-of-purchase.

### Demonstrate Features

It is possible, in films, to introduce special consumer information to help retail sales. As an example, trying on swimsuits is something we stress. For the customer, a try-on is bothersome. But in a film we show the advantage of fit and adjustment to the customer. Also, the film shows how to rinse and dry, how to lengthen the life and preserve the appearance of suits costing up to \$55.

In Los Angeles we operate a movie booking department, with plenty of prints, so that requests can be filled during the season. Prints cost about \$100 each—much less than fine color plates. Stores carrying our line are offered free use of prints. They are asked to give approximate dates of their showings, the kind and size of audiences. Prints are then airmailed to them. We make suggestions for customer shows, so that there will be a standardization of presentation.

Our films are frequently shown for charity, with paid admissions. We stipulate that no admission charge other than this be made, and it is understood that the paid admission is for charity and not for Cole. Last season the State Department asked for prints. The Department feels such films are helpful in showing the American way in foreign lands.

It frequently happens that a buyer, sitting in the audience, notices styles she did not include in her order. The reaction of an audience may prompt her to increase the order in anticipation of greater demand.

Over Junior's shoulder, we looked in at television, borrowed his space ships for the 1952 theme, "Heavenly Bodies." This season's line includes such novelties as the "Space Control" suit, engineered to fit every figure; the "Telescope," that stretches to any dimension; the "Flying Wing" and "High Altitude" bras—with curves that are out of this world.

The season started off in the Los Angeles Planetarium, with a show for 500 buyers and fashion editors. They

**Tell More!  
Sell More!**





**WITH A Notemaster!**

An ordinary ring binder that we have made into a valuable selling tool . . . it sets-up and takes-down in split seconds. Its simplicity makes it inexpensive. Carried in stock. Also 100s of other items.

SEND FOR FREE FOLDER!

**Sales Tools, Inc. 1704 WEST WASHINGTON BLVD.  
CHICAGO 12, ILLINOIS**

how many "half



salesmen"

on your force?



**If the Men Selling Your Products** don't know how you're advertising and why, both men and ads are earning only half their pay.

We have a way to change your 50% salesmen and 50% ads to 100% sell . . . a way that's guaranteed to make your field sales forces sit up and take notice . . . a way that's been used—and praised to the skies—by some of the very biggest advertisers in such fields as canned goods, soap and soft drinks.



**It's As Simple As This:**

You are running or have scheduled a newspaper campaign. You tell us you want to give it an extra strong push among your sales forces. We cooperate in arranging showings, at national or district sales meetings, of the color slide show . . . "HOW YOU CAN CASH IN ON THE GREATEST SHOW ON EARTH" . . . the most powerful salesman-pepper-upper this side of a 200% bonus.

If you want to do a real job of selling your advertising and sales program to the men who sell your goods, have yourself a look at "The Greatest Show" and see what it can do for you. Call or write today!



**BUREAU OF ADVERTISING**

American Newspaper Publishers Association • 570 Lexington Ave., New York 22—PLaza 9-6262 • 360 N. Michigan Ave., Chicago 1—STate 2-8681 • 240 Montgomery St., San Francisco 4—EXbrook 2-8530

Sponsored by **The Atlanta Journal and Constitution** in the interests of fuller understanding of newspapers



## IN AUTOMOTIVE ADVERTISING

● Again in 1951 and for a score of years the Buffalo Evening News has led all Evening Newspapers in automotive advertising.

The Buffalo market is New York State's second largest market and the country's fourteenth market in automotive sales. The Buffalo Evening News has the largest city and retail zone circulation in the State outside of New York City.

SELL THE NEWS READERS AND YOU SELL THE WHOLE BUFFALO MARKET

## BUFFALO EVENING NEWS

EDWARD H. BUTLER  
Editor and Publisher

KELLY-SMITH CO.  
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

boarded a mythical rocket ship, landed on "Cole-i-fornia," an uncharted planet, and viewed the line. Esther Williams starred as "Miss Heavenly Body," the girl with the most beautifully curved space in 950,643,841 interstellar miles—or maybe it was light years . . .

Fantasy, yes—but far from foolishness.

Show-shop goes with our merchandise. The Planetarium preview was staged last September, and was the first step in creating the atmosphere that, this summer, will carry into the beach season.

Swimsuit selling is most effective when the customer is properly fitted. Perhaps two out of three saleswomen have never sold suits before. To solve this problem of inexperienced help, we have three approaches:

1. In designing the suits themselves, we've created an original Lastex shirring, "Matletex," which stretches up to 200%, adjusts to every figure, facilitates fitting—and thus helps sell itself.

2. We make good use of hang tags on each suit, giving information about the materials, directions for putting on, taking off, general care.

3. We give salespeople a "quickie" pamphlet which diagrams fitting instructions, tells how to size up and fit the customer and suggests related sales possibilities, such as sun clothes, matching suits for youngsters, and accessory beach wear—all a part of our line.

Thus, for us, sales training to bridge the last two feet starts about eight months before the saleswoman knows that she is to sell swimsuits and long before the customer thinks about them. It is a long build-up that will eventually bridge the final two feet with retail sales.

### How to Live in a Sales Executive's Job— And Like It

(continued from page 25)

with patience, tolerance, and understanding. The essential ingredient in developing men is to be able to understand the other fellow's viewpoint. A sales executive can develop that understanding only with patience and a great deal of tolerance. Fortunately, this is the same sort of sensitivity to people which is important to successful selling. As a consequence, it is a technique which should come easily to men who have had successful selling careers.

8. **Avoid expedient action in favor of sound action:** Competent forward planning will, of course, eliminate the need for expedient actions in a great number of cases. It is possible for an executive to prepare for sound action if he has sufficient advance notice because then the advantages of the sound action will become more apparent. Expedient action is likely to be the product of the executive who either fails to plan or who lacks



courage to make and defend the difficult decision.

These techniques are available to all, but there are some who seem to find them much more usable than others. At least there are some who seem to make a great deal more progress in their use.

In our practice we have had an opportunity to closely observe characteristics of executives who seem most likely to achieve this success. In brief, our experience suggests that the following characteristics are those typically found in the men making the greatest progress toward the management jobs of which they can be proud:

**1. Energy, enthusiasm, and drive:** This bundle of traits seems to have its foundation in good health. The selection process for executive material should include a health examination. Many progressive companies today require thorough annual physical examinations for all executives.

**2. Good mental equipment:** Few outstanding executives are brilliant; many have better than average minds, but the majority have only

good minds—which they have learned to use effectively. The mind can be trained just as any other physical asset. Of course, training the mind is the first objective of competent higher education. The most important reason for requiring a candidate to have a degree from a good school is because it increases the probability that a trained mind is being hired.

**3. Imagination:** Executives must get ideas. Like mental equipment, most successful executives have good—but not outstanding—imagination which they have learned to use well.

**4. Sense of humor:** We have observed that the greater the executive, the less likely he is to take himself too seriously. That does not mean he is not serious. But he has a lightness of touch and an informality of manner which seem to have their origin in a sense of humor. A sense of humor can be developed, but there must be a start of it at least in the man's nature.

**5. Attractiveness to others:** There are no particular standards of appearance in outstanding executives.

Nor do they necessarily have what might be called a "fine personality." Certainly, a fine appearance and personality contribute to executive success. But we find that all that is essential is a personal make-up that gives the man a reasonable degree of attractiveness to others. The essential requirement is that others enjoy their association with the man.

**6. Emotional stability:** This is one of those abstractions which is not very meaningful to most executives. But it is a useful label for a phase of personal make-up which has to do with the maturity, stability, and solidarity of emotions to keep the individual from going to pieces when he is under pressure. The emotionally stable person does not get unduly upset when the going is rough and there are many important things to do at the same time. Like a sense of humor, emotional stability can be developed if its foundations are there.

To a considerable extent it is possible for all of us to move in the direction of a management job of which we can be proud. The objectives are entirely understandable to anyone who will think on them.

## TEST BEFORE YOU LAUNCH!



The best way to be sure whether your product will sink or swim is to test it first. But when you test be sure you get results *you can trust*. Test in South Bend, Indiana—"Test Town, U.S.A." Conditions here are perfect for reliable, conclusive tests: typicalness— isolation—perfect distribution—and saturation by *one* newspaper, the South Bend Tribune. Get the whole story. Write for free market data book, "Test Town, U.S.A."

**The  
South Bend  
Tribune**



*The South Bend, Ind. Market:  
7 Counties, 1/2 Million People*

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

# Advertising

## MEDIA ... AGENCIES ... SERVICES

### Readership of Des Moines Newspapers, Inside and Outside City, Measured by ARF

Readers living beyond the artificial political limits of a city where a newspaper is published *do* read that newspaper—both its editorial content and its advertising—with at least as much thoroughness as do its city-dwelling readers. For the first time this is shown to be true in the case of *The Des Moines (Ia.) Register and Tribune*.

A four-in-one study by the Advertising Research Foundation presents very complete information about the readership of these newspapers inside and outside the city where they are published. The 2,100 interviews—equally divided between men and women—represented at least 90% of the total circulation of each newspaper. The report, resulting from the study which cost \$30,000, makes it possible for the first time to compare

readership of editorial and advertising contents in the same paper in the city where it is published with the readership in other communities throughout the state.

The level of "through-the-paper" reading in the outside area covered by the *Register* (morning paper) was about one and one-half percentage points higher than that of male readers in the city. The average page readership was about equal for women inside and outside the city. The *Register's* circulation outside Des Moines is more than three times its city circulation.

National advertising won the same attention among men readers inside and outside the city. Local advertising attracted more attention from men readers in the city than it did outside. Individual local ads held up

well, however, with men readers outside giving equal or higher readership to 50% of the local advertising.

The score for women's reading national advertising was one percentage point higher outside the city, for local ads one percentage point higher in the city.

Four of the seven editorial departments caught more attention from men readers inside the city. Women readers of editorial departments divided them four to four within and without the city.

An average of 14% of the 92 general news stories in the City edition were read by men inside the city, 16% of the 91 news stories in the outside edition were read by men in the outside survey area. Average readership for women, both inside and out, was 12%.

"Through-the-paper" reading by men in the outside area covered by the *Tribune* was about three percentage points higher than that of male readers in the city. But average readership of women in Des Moines was one and one-half percentage points higher than it was outside.

### Reading Ads

Men outside of Des Moines gave higher page readership scores to more pages carrying display advertising than did those living in the city. Women readers inside and outside the city gave equal attention to pages with advertising.

Figures recorded for women's readership of all six advertising departments and for five of the seven editorial departments were higher inside the city than outside. Sharpest difference in women's departmental readership: For society items they were 24 percentage points higher and for classified advertising 25 percentage points higher inside Des Moines than outside.

Men's readership scores were one to seven percentage points higher outside the city for editorial page items, comics, financial news, radio and television news and programs, local advertising and amusement advertising. Inside the city their scores were four to eight percentage points higher for society news and pictures, sports news and pictures, display advertising, national, department store and classified advertising.

Of the City edition's 93 general news stories, men readers inside the city averaged approximately 12%, women 11%. Outside the city, men read—on the average—approximately 15% of the 89 news stories in outside editions and women 11%.



**SIGNING CONTRACT** whereby Mid-Continental Radio-Television Inc., acquires 53% interest in CBS-owned WCCO, Minneapolis-St. Paul, and CBS receives 47% interest in WTCN-TV, William J. McNally (left), board chairman of Mid-Continental, and Joseph H. Ream (right), CBS executive vice-president officiate, pending FCC approval.

[illegible]

Use them for fast, *Automatic* territory analysis

It is only necessary to determine what factors (or combination of factors) published in the *Survey* would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details. For further information on how to use the *Survey of Buying Power* on IBM cards, write or phone Dr. Jay M. Gould, MARKET STATISTICS, INC., 432 Fourth Avenue, New York 16, N. Y. (Telephone MU. 4-3559)

## MARKET STATISTICS, INC.

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Although the special study is not part of the Advertising Research Foundation's Continuing Study of Newspaper Reading, the readership data obtained from interviews within the city of Des Moines are directly comparable with data compiled in the 140 daily newspaper studies the Foundation has made since the project was undertaken in 1939.

The ARF conducted the study through a tripartite administrative committee composed of Walter P. Lantz, advertising manager of Bristol-Myers Co.; Henry L. Sparks, manager of publication media for Young & Rubicam, Inc.; Charles J. Feldman, manager of general advertising for the *Register* and *Tribune*.

The surveyed issue of the *Register* was a 28-page morning paper in two sections. It contained 38,226 lines of advertising which place the ratio of advertising to news-editorial-feature content at 55 to 45.

The 30-page, two section surveyed issue of the evening *Tribune* contained 43,690 lines of advertising setting the ratio of advertising to other content at 59 to 41.



HAL DAVIS, vice-president in charge of promotion and publicity of Kenyon & Eckhardt, Inc., has been elected to board of directors.

### Chicago Agencies Relate Magazine Circulations to Survey Data

Circulations of all major magazines, of farm papers, Sunday supplements, and Sunday comics are being examined on a basis of whole counties and of groups of whole counties.

This comprehensive breakdown is the joint project of nine Chicago advertising agencies. During the past several months of collaboration 201 market areas have been agreed upon. These consist of the 162 Metropolitan Areas (as modified by SALES MANAGEMENT's 1951 *Survey of Buying Power* to eliminate split-

counties from the Government's 168 areas); 24 other "potential" areas (also defined by SALES MANAGEMENT's 1951 *Survey*, and to be re-defined in 1952); 15 single county areas which the cooperating agencies have decided are worth breaking down since they each contain 100,000 total population and a major city of at least 25,000 corporate population.



THOMAS J. NOKES, JR., with Outdoor Advertising, Inc., since 1937, is named a vice-president.

Although the agencies could not reach agreement on what constitutes radio or TV coverage areas on a whole-county basis, they have achieved full agreement as to certain major market areas and market-size groups.

Further, a way has been determined to set up uniform "market size" categories that are on a whole-county basis and into which either Industrial Surveys Co., Inc., or A. C. Nielsen Co. sales data can be broken down. (Both of these research organizations are tending to use their own standard regions less and less because so many of their clients want special breakdowns by their own particular sales regions.)

Clients of the Chicago agencies will be able to obtain from either Nielsen or Industrial Surveys all their own and their competitors' sales data in such form that they can be inter-related. The form will also enable the agencies to break down all publications' circulations against the same areas and, hence, against clients' sales.

On a whole-county basis, this market-size line-up distributes the 162 Metropolitan Areas in A and B categories (actually 293 counties), puts 648 counties containing 30,000-100,000 population into a C category, and the remaining 2,132 counties of the country into a D category.

Unanimously the nine Chicago agencies feel that such a market-size breakdown is far more practical than

the customary ABC breakdown by corporate city-sizes or the newspaper categories by city-zones and/or retail and trading areas. At the same time the agencies are endeavoring to persuade publishers to up-date their circulation breakdowns. Some of these are as much as five years out of date, and the agencies consider anything earlier than 1950 as obsolete.

All circulation books of all publications are to be put on record with the Bureau of Advertising, A. N. P. A., in IBM punch card form. These cards will be up-dated with new circulation books, and the latest data will be coordinated with latest Census and/or SALES MANAGEMENT data on families, sales, etc.

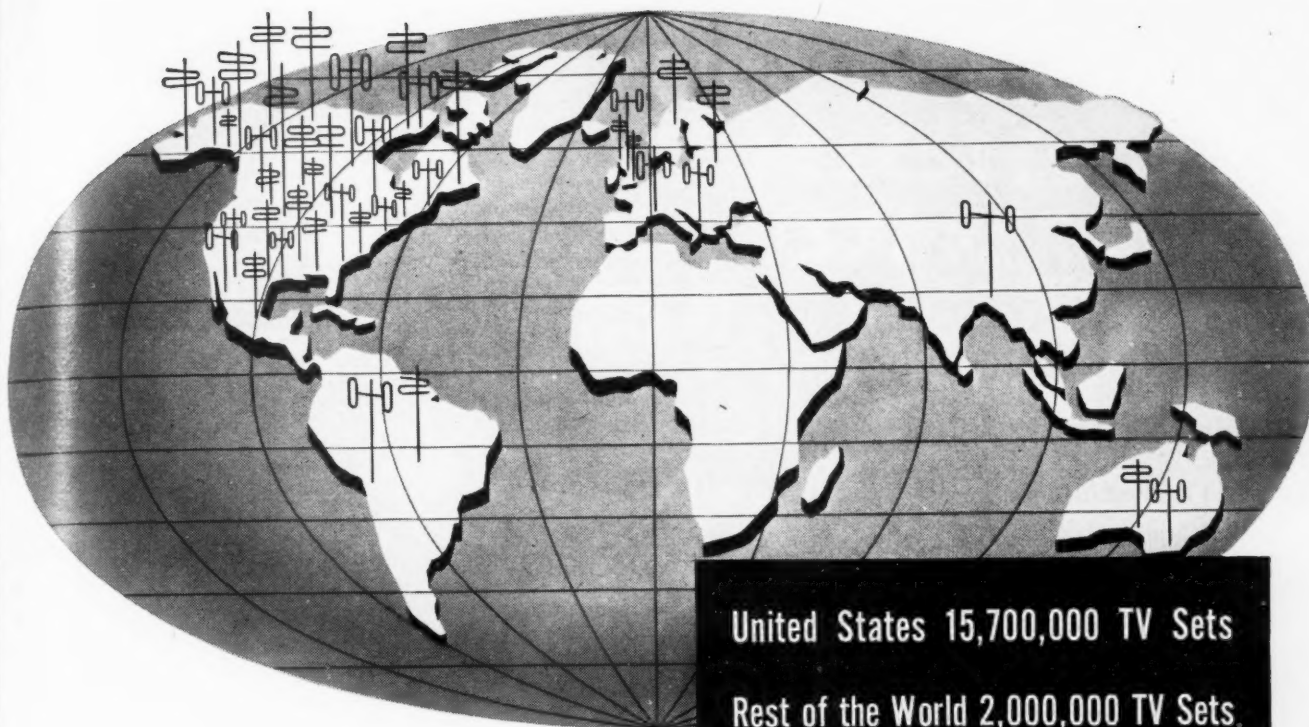
Data for the Chicago agencies will be based on SALES MANAGEMENT's 1952 *Survey of Buying Power* and will contain the following information for each Metropolitan Area, and each of the market-size groups: Total retail sales; total food sales; total drug sales; population; households. Also county circulations of publications and percent of family coverage for each county or county group will be included.



FRANK J. REYNOLDS again elected president of Albert Frank-Guenther Law, Inc. He had been the agency's president from 1932 until 1950.

The publications to be broken down consist of six Sunday supplement groups; four comic groups; approximately 60 magazines and farm papers. The breakdown is planned to be the first of a series which will be renewed each year. The tentative plan is that as SALES MANAGEMENT publishes new data on retail sales and population each year, these sections of the breakdown will be up-dated together with any new circulation book data available.

The nine Chicago agencies, which plan to have the media circulations reports in by late May or early June, 1952, are: Leo Burnett, Inc.; Foote,



## COMPETITION Turns Luxuries into Necessities

To millions of people throughout the world, washing machines, radios and television sets are miraculous inventions remote from their lives . . . for the wealthy only.

In the United States, however, a new product appears in no time in the homes of wage earners as well as salaried executives.

Consider television, for example. Only 6,500 sets produced in 1946 . . . over 5,000,000 in 1951. Or washing machines . . . more than 24,000,000 in 10 years.

### What has Competition to do with this?

Do you think we'd continue to get more and better products if only one company made each item or each line?

No! We get more and better products here in America, because anybody who thinks he can make anything better or sell it more efficiently is free to try.

And many succeed. Take electrical products like radios and television sets . . . and home appliances like washing machines and electric fans. Does the biggest company monopolize this industry? Not by a long shot! Even counting all its affiliated companies, it still sells less than 1/5 of such products bought in this country.

There are nearly a thousand other companies that make home appliances, radios and television sets. And they do more than 4/5's of the business! The

smallest of them make the biggest companies hustle their bones to keep making products better and better.

In America, a better product can always win consumer acceptance in any field.

### Let's keep the COMPETITIVE SYSTEM working for us

The Competitive System can be killed! When industries are run by government, when taxes are so high that they destroy the incentive to work hard and risk savings in business ventures, the Competitive System languishes and dies.

You've seen it happen in other lands. Let's not let it happen here.

Let's all of us watch closely to see that those who represent us in government are working with us and for us to preserve our Competitive System; to assure a tax structure that leaves enough incentive to make hard work worthwhile, so that *any* man with ability and energy has a chance to earn good money and keep most of it.

Competition thrives best where the rewards are high. People live best where competition thrives.

*This report on PROGRESS-FOR-PEOPLE is published by this magazine in cooperation with National Business Publications, Inc., as a public service. This material, including illustration, may be used, with or without credit, in plant city advertisements, employee publications, house organs, speeches or in any other manner.*

THE COMPETITIVE SYSTEM DELIVERS THE MOST TO THE GREATEST NUMBER OF PEOPLE

Cone & Belding; Earle Ludgin & Co.; Needham, Louis & Brorby, Inc.; Price, Robinson & Frank, Inc.; Ruthrauff & Ryan, Inc.; Russel M. Seeds Co.; Sherman & Marquette; Tatham-Laird, Inc. All publishers whose publications are analyzed in this study, as well as any other advertising agencies, may buy a copy for about \$200. Inquiries should be addressed to: R. F. Hussey, Foote, Cone & Belding, Chicago 11, Ill.

### NBC Finds Summertime Viewing and Sales Impact Up for TV Brands

Neither heat, nor vacations, nor lure of golf and garden stay the TV viewer from his appointed rounds of the summer TV programs. Nor do summertime's distractions depress the sales impact of television, according to National Broadcasting Company's latest study of the medium.

Television viewers furnished 28% more customers for 52 brands advertised via TV in the New York market area last summer than did non-viewers.

This is the first conclusion drawn by NBC in its extensive study, "Summer Television." Of the 52 TV-advertised brands studied, 31 were "stay-ons" and won an average of 51,000 extra customers per month in the area measured. The 21 brands breaking into TV during the summer averaged 38,200 extra customers per month.

The second conclusion showed that the average sales difference for 31 "stay-on" brands (between TV owners as against non-owners) in January was 20%. In August, the sales difference had increased to 37%.

A third conclusion: For the 16 brands which were on in January, but off in August, the sales difference between TV owners and non-owners in January was 14%. By August, this difference had shrunk to 10%.

NBC's "Summer Television" study reveals that the TV growth from January to August, 1951, was from 51% to 62%, meaning 400,000 more TV homes in the New York area during the last six months of the year.

During the three months from Decoration Day to the first week in September, 56.1% of TV families took no vacation or spent it at home; 13.2% went away but left one or more members home; 30.7% went away with all members of the family. Average time away from home for those going away was 14.8 days. For the entire group, the average TV home was unavailable for only 4.5 days throughout the summer. NBC concludes that in the average summer week, 94.8% of TV homes are available, i.e., someone was home during the week.

There is, according to the study, more television viewing in August than in January for the average New York family head, TV owners and non-owners put together: 73 minutes a day for January, 76 minutes a day in August.



HOWARD S. MEIGHAN, president CBS Radio since last July, and vice-president CBS, Inc., rejoins executive group of the corporation.

### "Curtis Units"—New Four-Way Marketing Tool

A new marketing tool to aid manufacturers of food and drug store products has been published by the Research Department of The Curtis Publishing Co.

Titled "A Guide to Markets and Quotas for Food and Drug Store Products," the 81-page book is designed to be used in four ways:

1. To determine sales opportunities for each county in the United States.
2. To compare sales with a standard measure.
3. To establish sales quotas.
4. To guide in the distribution of advertising expenditures.

The book contains up-to-date information on sales by food stores, drug stores, and eating and drinking places for every U. S. county. "Curtis Units"—the combined circulation of *The Saturday Evening Post*, *Ladies' Home Journal* and *Country Gentleman*—are presented for each county as a measure of purchasing power.

Lloyd E. Partain, manager of the Research Department's Commercial Research Division, says in a foreword that the book will be especially helpful in establishing sales quotas. He adds:

"Distribution of industry-wide sales records and of Curtis Units are basic factors that can be used efficiently in planning and adjusting a company's own sales goals among all the counties of the United States. This book will also prove useful in studying markets. Although the market for food and drug store products is nationwide, there exist significant differences among counties in their value as local segments of the national market. These differences may be measured by sales figures as shown, county by county, in this book, but perhaps more precisely by Curtis Units."



HEAVY COVERAGE carried in *The Insurance Salesman* is the eight-page ad prepared by the Bureau of Advertising, ANPA, and paid for with contributions from newspaper representative firms. Here Lee Ward (left), Ward-Griffith Co., and past president of American Association of Newspaper Representatives, presents check to Don Robertson of *The Insurance Salesman*. Copy describes three newspaper campaigns.

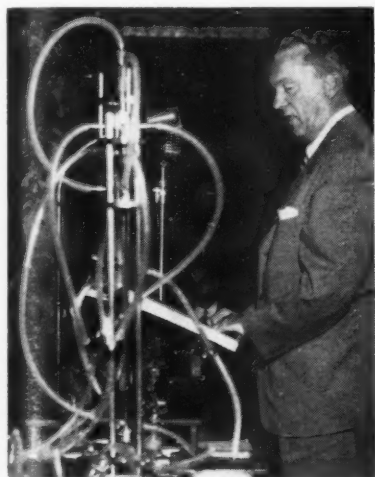


## New Appointments In Radio-TV Field

Ted Cott, general manager of WNBC, WNBC-FM and WNBC-TV, the National Broadcasting Company's flagship station in New York City, has been elected a vice-president of the company.

Harry Bannister, general manager of WWJ, WWJ-FM and WWJ-TV, Detroit, is joining NBC in an executive capacity. He will assume his new duties on April 14. A veteran of broadcasting for more than 20 years, Mr. Bannister pioneered in television, and under his leadership Station WWJ-TV went on the air in Detroit, March 5, 1948. Most recently, he reorganized the sales and programming policies of WWJ and his ideas and concepts gave the station an outstanding sales record against television competition.

Luellen Stearns has been appointed Eastern Division sales manager for television in the National Spot Sales Department of NBC. The new position is being created in the expansion of the department.



**HUFFING AND PUFFING**, this smoking demonstrator bemuses audience as Robert Ganger, exec. v-p of P. Lorillard Co., announces ad strategy for Kent, new Micronite filter-tipped cigarette.

James H. Connolly, vice-president for Owned Radio Stations, has been named vice-president in charge of American Broadcasting Company's San Francisco Division, replacing Gayle V. Grubb who has resigned to join The Fort Industry Co. Ted Oberfelder, general manager of WJZ, ABC's New York City station, is appointed director of Owned Radio Stations for the network. He is succeeded by William M. Materne.

# All Three WORCESTER NEWSPAPERS Hit New Circulation Highs in 1951



In 1951 the average net paid daily circulation of the WORCESTER TELEGRAM reached an all-time high of  
**52,460**

In 1951 the average net paid circulation of the SUNDAY TELEGRAM reached an all-time high of  
**104,542**

In 1951 the average net paid daily circulation of THE EVENING GAZETTE reached an all-time high of  
**100,774**

## GROWTH BY DECADES

### DAILY SUNDAY

Since 1921 the combined daily circulation of the Worcester Telegram and The Evening Gazette has more than DOUBLED. These figures tell the story by 10-year periods.

Since 1921 the circulation of the Sunday Telegram has more than DOUBLED. Here's the record by 10-year periods.

1921 — 72,222

1921 — 41,451

1931 — 105,117

1931 — 53,378

1941 — 134,302

1941 — 75,708

1951 — 153,234

1951 — 104,542

Through these newspapers advertisers may effectively cultivate the entire Worcester Market, one of the richest and most responsive in the nation. Telegram and Gazette advertisers get complete coverage at minimum cost.

**The TELEGRAM-GAZETTE**  
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES

OWNERS OF RADIO STATION WTAG and WTAG-FM

# Sales Rating Board Forecasts Improvement in Second Quarter

Improved buying trends over the relatively unsatisfactory first quarter of 1952 are foreseen in a consensus of the Board of Analysts of Future Sales Ratings. This 300-man board of authorities, deciding the relative sales outlooks for the 100-plus industries listed on the next page, visualizes at least an even break of sales in the second quarter of this year, vs. the relatively good similar period of 1951.

Generally it is felt that unusually heavy promotions, particularly in soft goods fields, will be needed to exceed substantially the comparable sales totals of the second quarter of 1951, though these were beginning to recede from the heavy buying after the start of the Korean war.

Persistent talk of inflation and shortages by some authorities again have lulled some businessmen into unwarranted beliefs that they may have to ration instead of sell. However, it is emphasized that even in consumers durable goods industries, where many viewed undersupply as being inevitable, it has been a buyers' market. Moreover, an easing of the materials situation is likely to bring increasingly better production of consumer durables, unless World War III breaks out.

## Once Again No Shortages

Ever since the Korean War began almost two years ago, our economic life has witnessed a procession of "shortage" forecasts, the most serious of which appeared to be the one covering 1952. These have largely been unfounded, and even now, as the armament program rolls into high gear, the supply outlook for consumers grows more promising.

Improved availability of raw materials and the continued great expansion of this country's tremendous production capacity are the principal bases of rising optimism. It is hoped, but cannot be guaranteed, that the realism of the materials situation, indicating rapid improvement in steel and aluminum supply, will prevail in Government planning and permit generosity in original allotments and in appeals for consumer durable goods materials.

As the Government had originally planned arms spending this year, the

program would have called for increasingly smaller materials allocations to civilian industries. The new defense program flattens out a preparedness schedule that never did appear to be practical or within reach, except under emergency pressure.

## Arms Spending Still Large

Now, as matters stand, it will be 1955 or later before the U. S. acquires the military strength hoped for and promised in 1953. Even so, spending will be far above last year's. Through the calendar year 1951 we spent an average of \$2,600,000,000 a month for combat equipment. This year we will spend an average of \$4,600,000,000 each month, a jump of almost 80% over last year's average. And, then, in 1953 and for a few years following, the objective will be a \$5,000,000,000-per-month spending pace.

In the near future we are likely to hear a great deal about arms cutbacks. Actually, however, there will be no cutbacks, because the Government contemplates no reduction in quantity. It will merely be an extension of the time limits. Significantly, however, to reach even the base of the 1953 plateau—which is well below the original 1953 peak planned—industry must about double its efforts. It will be 1956 before expenditures reach a maintenance level, and, meanwhile, great amounts of materials are likely to be consumed in original production.

These expenditures will spark the economy generally and help to create high public buying power. Meanwhile, consumers durables are expected to gain steadily.

Some members of the Board feel that if the Government isn't more liberal with its steel allocations, the industry could eventually find itself in the position of having some steel facilities which were built at high costs not operating while some of their customers aren't able to get the steel they need to stay in business.

The NPA is, of course, relaxing some restrictions, as in chrome stainless steel, and committees have been set up to study other relaxations as easier supply develops. Primarily responsible for the easing are peak steel production, cutbacks in the output of

steel-consuming civilian goods, more orderly buying under the CMP and imports of foreign steel.

The net result points up—at least from the low materials allotment base of the first quarter of 1952—more and more, rather than less and less metals for the consumer durable goods industries, with corresponding need for heavier promotions and selling in the face of consumer resistance. Additional selling pressure is visualized, too, as needed in soft-goods lines, where inventories generally continue heavy and production capacities far above current demand.

## Individual Industry Prospects

All these trends and the further judgment of the Board of Analysts of Future Sales Ratings are reflected in the ratings assigned to the comprehensive list of United States industries listed on the following page. Two types of ratings are presented: the Size Rating and the Sales Prospect Rating. Keys for these ratings are given at the top of the Future Sales Rating page. To obtain the dollar significance, therefore, these two ratings must be studied in conjunction with one another.

By combining the Sales Prospect Rating with the Size Rating, the sales manager, advertising manager, merchandiser-economist, trend watcher and long-range forecaster can obtain a ready estimate of the prospective sales volume of any of the 100-plus industries rated.

In obtaining the considered judgment of the 300 authorities who comprise the Board of Analysts of Future Sales Ratings, we believe that we have reached some of the best possible (and in many instances the only available) estimates of the likely future sales trends of the broad range of American industries. Experts on this Board include nationally a wide range of economists and marketing research men in the Federal Government, in United States industry in trade associations, in business papers, advertising agencies, statistical services, and in the leading universities of the nation. Their analyses and editing decides the ratings under the supervision of Peter B. B. Andrews, former industrial economic adviser, United States Government.

# FUTURE SALES RATINGS

as of April 1, 1952

## Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

## Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately no change in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★ —Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 2nd Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★	★★★★	Luggage	G	★	★
Air Conditioning	F	★★	★★	Machine Tools	G	★★★★★	★★★★★
Air Transportation	G	★★★★★	★★★★★	Machinery (Agriculture)	E	★★★★★	★★★★★
Aircraft Sales	C	★★★★★	★★★★★	Machinery (Industrial)	B	★★★★	★★★★
Auto Sales (New)	A	★★	★★	Materials Handling	A	★★★★★	★★★★★
Auto Sales (Used)	E	★	★★★	Meats	C	★★★	★★★
Auto Tires	E	★★★	★★★	Medical Care	C	★★★★	★★★★
Baking	D	★★★	★★★	Metal Containers	F	★	★
Banks (Revenue)	E	★★	★★	Metals (Non-Ferrous)	C	★★★★★	★★★★★
Beer	C	★★★★★	★★★★★	Motion Pictures	E	★★	★
Building (Heavy)	B	★★★★★	★★★★★	Musical Instruments	E	★	★★
Building (Residential)	C	★★	★★	Office Equipment	F	★★★★★	★★★★★
Candy & Chewing Gum	E	★★★	★★★★	Oil Burners	E	★★★★★	★★★★★
Canned Fruits & Veg.	E	★★★	★★★★	Oil (Cooking)	G	★★★	★★★★
Cereals	G	★★★	★★★	Oil Equipment	D	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★	Packaging & Containers	E	★★★	★★★
Cigarettes	D	★★★	★★★	Paint	E	★★	★★
Cigars	G	★★★	★★★	Paper & Products	C	★★★	★★
Clothing (Men's, Women's & Children's)	A	★★★	★★★★	Personal Care	D	★★★	★★★★
Coal (Anthracite)	F	★★	★★★	Photographic Supplies	G	★★★★	★★★★
Coal (Bituminous)	D	★★★	★★★	Physicians & Dentists	D	★★★★	★★★★
Coin Machine Sales	D	★★★★★	★★★★★	Plastics	F	★★★★	★★★★
Commercial Printing	E	★★★	★★★	Plumbing & Heating	D	★★★★★	★★★★★
Cosmetics	F	★★★	★★★★	Printing & Publishing Equip.	F	★	★
Cotton Textiles	D	★★★	★★★★	Radios	F	★	★
Dairy Products	D	★★★★	★★★★	Railroad Equipment	D	★★★	★★★★
Department Stores	A	★★★	★★★★	Railroads	R	★★★	★★★★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	E	★★	★★
Dinnerware	E	★	★	Restaurants & Bars	A	★★★★	★★★★
Drugs & Medicines	D	★★★	★★★★	Rubber Products	D	★★★	★★★★
Dry Cleaning	E	★★★★	★★★★	Security Financing	F	★★★★★	★★★★★
Education	F	★	★	Shipbuilding	F	★★★★★	★★★★★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Shoes	D	★★	★★★
Electrical Equipment (Light)	G	★★	★★★	Silk Textiles	G	★	★
Exports	A	★★★★★	★★★★★	Soap	F	★★★	★★★★
Farming	A	★★★★	★★★★	Soft Drinks	F	★★★	★★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	C	★★	★★★
Food Processing	A	★★★★	★★★★	Steel & Iron	A	★★★★	★★★★
Furs	G	★	★	Sugar	E	★★★	★★★★
Gasoline & Oil	C	★★★★	★★★★	Surgical Equipment	G	★★★★	★★★
Glass & Materials	E	★★★	★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Government Procurement	A	★★★★★	★★★★★	Television	G	★★	★★★★
Groceries	A	★★★★	★★★★	Toothpaste & Mouthwashes	G	★★★	★★★★
Hardware	D	★★★★★	★★★★★	Toys & Games	G	★★	★★★★
Hotels	D	★★★★	★★★★	Trailers (Auto)	G	★	★
House Furnishings, Floor Coverings, Furniture, etc.	C	★★★	★★★	Travel & Vacations	A	★★★★	★★★★
Household Products (Misc.)	C	★★★	★★★★	Travel Overseas	D	★★★★★	★★★★★
Imports	C	★★★★★	★★★★★	Trucks	D	★★	★★
Installation Financing	C	★	★★	Utilities (Electric)	C	★★★★	★★★★
Insurance	E	★★★	★★★★	Utilities (Gas)	E	★★★	★★★★
Jewelry & Watches	E	★★★★★	★★★★★	Utilities (Telegraph)	G	★★	★★★
Laundries	F	★★★	★★★★	Utilities (Telephone)	D	★★★	★★★★
Liquor (Alcoholic)	C	★★★★★	★★★★★	Vacuum Cleaners	G	★	★★
				Washers (Household)	F	★★	★★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.



# High Spot Cities

## Retail Sales Forecast for April, 1952

Retail sales in April will total \$12.6 billion. Thus, for the first time in four months, sales will show a percentage gain over the same month of last year. However, almost all of this gain can be credited to the fact that Easter falls in April this year rather than in March, as was the case in 1951. Also, this April has an additional selling day over last April. Aside from these fortuitous seasonal factors, the current retail picture is still characterized by great stability. The line traced by the chart of sales adjusted for seasonal factors and price change is fairly horizontal, and has been so for about a full year.

In view of the gradual relaxation of the rise in prices, the physical volume of retail sales might start to climb, if the dollar volume holds up. There is still no explanation, how-

ever, for the disappointing showing of hard goods and semi-durables. Price cutting must be expected to characterize merchandising in the coming months, plus more emphasis on aggressive promotion.

Among those states reporting better-than-average performances for this April, as opposed to April of 1951, are: Arizona, Colorado, Connecticut, Kansas, New Hampshire, South Carolina, and Wyoming.

The leading cities, those with a city-national index well above average, are: Paducah, Ky., 127.4; Bethlehem, Pa., 118.1; Elmira, N. Y., 115.7; Tucson, Ariz., 114.8; Akron, Ohio, 114.2; Newport News, Va., 113.4; Casper, Wyo., 113.3; Ventura, Calif., 113.1; Augusta, Ga., 112.8; Bartlesville, Okla., 111.9; Wichita, Kan., 111.0; Battle Creek,

Mich., 110.1; Hartford, Conn., 110.0; Harrisburg, Pa., 109.7; Lansing, Mich., 109.3; Warren, Ohio, 109.3; Pittsburgh, Pa., 109.2; Columbia, S. C., 109.0; Mankato, Minn., 108.2.

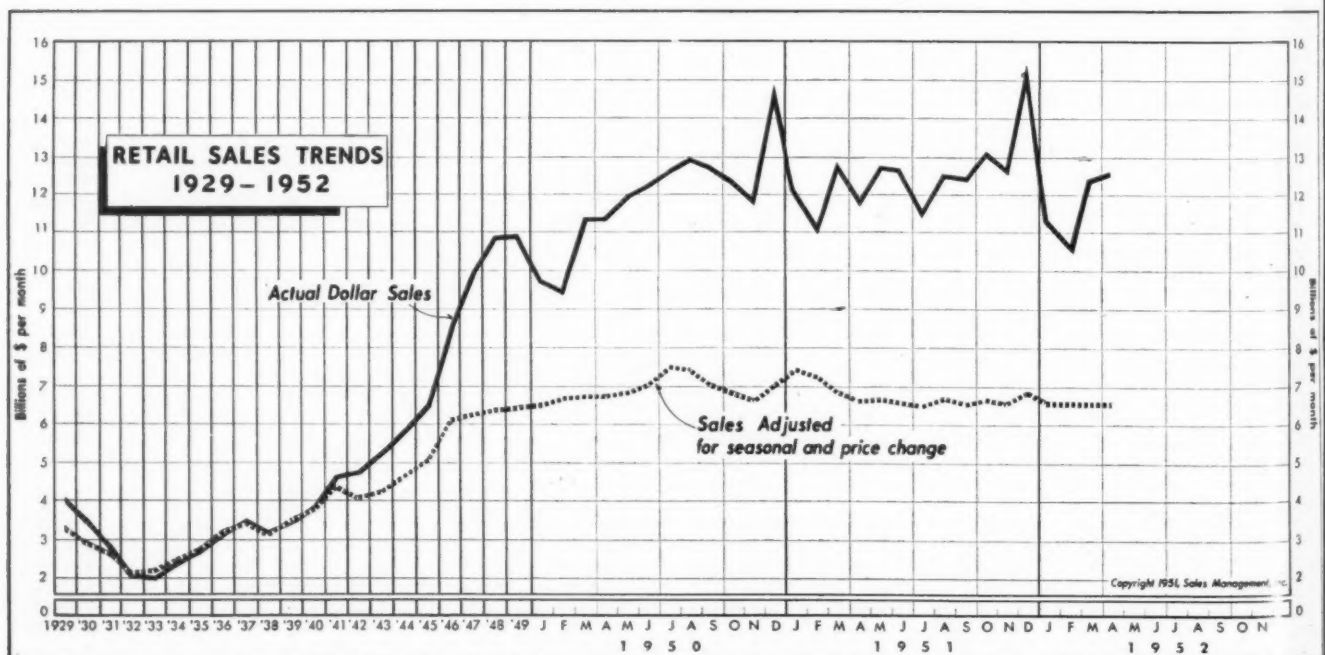
★

Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 200 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

**Three Index Figures Are Given** the first being "City Index—1952 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. . . . In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1952 over 1951," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.



Retail sales in April, 1952 will total \$12.6 billion but when adjusted for seasonal influences and price changes the volume of sales in 1935-39 dollars amount to \$6.6 billion.

While the dollar volume represents a 7% gain over last April, the physical volume of sales still lags behind continuing gains in disposable income.

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The third column, "City-National Index, 1952 over 1951" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the Nation.

**The Dollar Figure, "\$ Millions,"** gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

**Suggested Uses for This Data** include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

**A Pre-Release Service Is Available.** SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1951 which equals or exceeds the national change.

#### RETAIL SALES (S.M. Forecast for April, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	April
1939	1951	1951	1952

#### UNITED STATES

367.6 107.0 100.0 12731.00

#### Alabama

Birmingham ..	40.42	105.7	98.8	33.55
Gadsden .....	453.8	100.4	93.8	4.72
★ Mobile .....	436.1	110.6	103.4	11.12
Montgomery ..	366.0	103.7	96.9	9.37

#### Arizona

★ Phoenix .....	550.4	113.2	105.8	21.85
★ Tucson .....	531.1	122.8	114.8	10.41

#### Arkansas

Fort Smith ..	405.3	105.6	98.7	5.31
Little Rock ..	400.6	102.5	95.8	13.62

APRIL 1, 1952



## The Grass Roots of National Volume

All mass action starts locally . . . the national elections in the primaries, fund and welfare drives in neighborhood committees, public reaction at the grass roots.

To get things done in a big way you must start where people are close enough to use first names . . . like the man who sells your product and the person who buys it.

Only the Localnews daily . . . of all advertising media . . . can get *that* local day after day . . . can fit its news coverage to the neighborly relation between dealers and their customers. That's why it's *the* basic advertising medium . . . selling at the grass roots of national volume.

"LOCALNEWS DAILIES—basic advertising medium"

## The Julius Mathews

## Special Agency, Inc.

NEWSPAPER REPRESENTATIVES

NEW YORK • DETROIT • CHICAGO • BOSTON  
PHILADELPHIA • PITTSBURGH • SYRACUSE

## One of New England's Best

And one of the nation's best, too. Family income averages \$5,074 for the entire Middlesex County and with Middletown drawing sales from all corners of the County, it's no wonder that family sales are nearly \$1,200 above the national average—\$500 above the State's. Per Family food sales, for example, are \$337 above the national and \$119 higher than the state average.

Wait until you see what happened in 1951—it's terrific!

68,200 people in the Greater Middle-town market (Middlesex County) can only be sold effectively through their local paper. No other newspaper or combination can match the Press coverage of this market—with \$101,-482,000 income.

You always get MORE  
in MIDDLETOWN

### THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.  
OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

We publish two good newspapers  
... they are read by everybody  
in and around Louisville

We sell advertising space at  
reasonable rates.  
It produces sales.



The Courier-Journal

THE LOUISVILLE TIMES

Owners and operators of  
Station WHAS and Station WHAS TV  
364,123 DAILY • 293,426 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.

## High Spot Cities

### RETAIL SALES (S.M. Forecast for April, 1952)

City Index 1952	City Index 1952	City Nat'l Index 1952	\$ (Million) April 1952
vs. 1939	vs. 1951	vs. 1951	

#### California

Bakersfield ...	412.5	106.1	99.2	11.92
Berkeley .....	292.3	103.0	96.3	8.30
★ Fresno .....	486.0	111.4	104.1	21.48
Long Beach ..	394.1	100.6	94.0	28.02
Los Angeles ..	321.7	105.6	98.7	280.80
★ Oakland .....	344.1	114.1	106.6	51.62
Pasadena .....	359.0	99.8	93.3	16.44
★ Riverside .....	443.1	111.7	104.4	6.38
Sacramento ..	326.2	102.7	96.0	21.40
★ San Bernardino	404.5	107.2	100.2	9.06
★ San Diego ...	470.6	115.2	107.7	37.32
★ San Francisco.	308.3	110.3	103.1	98.08
★ San Jose .....	375.5	110.3	103.1	14.38
Santa Barbara.	318.7	100.2	93.6	6.15
★ Stockton .....	392.2	109.1	102.0	12.08
★ Ventura .....	417.6	121.0	113.1	3.80

#### Colorado

★ Colorado Springs	360.3	112.0	104.7	6.27
★ Denver .....	350.1	110.9	103.6	51.68
★ Pueblo .....	346.0	108.0	100.9	6.54

#### Connecticut

★ Bridgeport ...	331.6	114.9	107.4	20.23
★ Hartford .....	324.6	117.7	110.0	29.21
Middletown ...	253.5	104.4	97.6	2.51
★ New Haven ...	257.5	108.3	101.2	18.64
★ Stamford .....	378.8	108.6	101.5	8.56
★ Waterbury ...	292.0	113.5	106.1	10.54

#### Delaware

★ Wilmington ...	374.8	107.4	100.4	20.20
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#### District of Columbia

★ Washington ...	371.5	113.3	105.9	124.09
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#### Florida

Jacksonville ..	397.4	104.6	97.8	24.40
Miami .....	475.1	103.9	97.1	40.67
★ Orlando .....	457.8	107.5	100.5	9.98
★ Pensacola ...	367.9	112.1	104.8	5.15
St. Petersburg.	509.6	105.0	98.1	13.76
Tampa .....	464.1	104.4	97.6	17.73

## WHO'S AFRAID OF A CORPORATE LIMIT?

No housewife ever let a corporate boundary keep her from crossing a street to a store on the other side. That's why Salem has the highest sales average of all Massachusetts cities over 20 M population.

39,350 housewives whose homes form an unbroken zone in and around Salem find it convenient to do most of their shopping in Salem stores ... while spending a total of \$153,900,000 in the solidly concentrated city zone.

From the market viewpoint, it pays to see eye to eye with Salem City Zone housewives.

## THE SALEM EVENING NEWS SALEM, MASS.

Represented by  
The Julius Mathews Special Agency, Inc.

## They Earn, Eat, Live Well . . . Ride to Work in Autos

Biddeford-Saco families get better than one pay envelope per family. Retail sales are \$232 above the U.S. family average, \$555 above Maine's.

They buy \$323 more food than the average U.S. family, \$238 more than the Maine average. Furniture-household sales are 20% above the nation's, 57% above the State's. And with a car in almost every family, they average \$613 on automotive products—higher than the New England or Maine family average.

There's one sure way to sell it ... the Journal, read in more than 90% of the homes.

## THE BIDDEFORD JOURNAL BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

SALES MANAGEMENT



RETAIL SALES (S.M. Forecast for April, 1952)				
City	City	City		
Index	Index	Nat'l		
1952	1952	1952	\$	
vs.	vs.	vs.	(Million)	
1939	1951	1951	April	
			1952	

### Georgia

Atlanta .....	347.7	105.4	98.5	49.68
★ Augusta .....	432.2	120.7	112.8	8.99
★ Columbus .....	465.0	108.3	101.2	9.16
★ Macon .....	379.9	110.7	103.5	7.94
★ Savannah .....	355.9	109.7	102.5	10.18

### Hawaii

★ Honolulu .....	354.4	109.9	102.7	23.53
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### Idaho

Boise .....	326.8	100.0	93.5	5.98
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### Illinois

Bloomington ..	312.8	104.1	97.3	5.13
Champaign-				
Urbana .....	377.7	105.8	98.9	7.78
Chicago .....	312.0	105.1	98.2	391.88
Danville .....	332.1	106.4	99.4	5.18
Decatur .....	317.7	104.4	97.6	8.45
★ East St. Louis ..	392.3	108.2	101.1	8.63
★ Moline-Rock Is-				
land-E. Moline ..	352.9	108.3	101.2	10.94
Peoria .....	306.1	102.0	95.3	15.52
★ Rockford .....	376.6	112.2	104.9	13.71
Springfield ...	324.1	102.7	96.0	11.02

### Indiana

Evansville ....	360.8	102.7	96.0	13.53
★ Fort Wayne ..	332.6	108.1	101.0	15.50
★ Gary .....	391.9	109.4	102.2	14.07
★ Indianapolis ..	351.6	107.5	100.5	54.99
Muncie .....	319.0	106.8	99.8	6.22
★ South Bend ..	458.8	115.5	107.9	18.26
Terre Haute ..	304.7	100.8	94.2	8.50

### Iowa

Cedar Rapids ..	306.2	102.5	95.8	8.39
Davenport ....	310.6	105.7	98.8	8.82
Des Moines ....	310.9	102.6	95.9	21.20
Sioux City ....	297.2	101.9	95.2	9.69
Waterloo .....	310.6	103.7	96.9	7.33

### Kansas

★ Hutchinson ..	333.6	109.0	101.9	4.47
★ Kansas City ..	348.5	110.1	102.9	10.14
Topeka .....	310.7	101.3	94.7	8.14
★ Wichita .....	503.2	118.8	111.0	22.19

## PADUCAH'S

Ridin'  
High!



Nation's No. 1 High Spot City.  
\$500 million atomic energy plant  
going up—plus world's largest  
electric power pool.

Nation's greatest gain in bank  
clearings during 1951.

Good time to advertise in—

The Paducah Sun-Democrat  
27,000 Paducah, Ky. 27,500  
Daily Sunday  
Burke, Kuipers & Mahoney

RETAIL SALES (S.M. Forecast for April, 1952)				
City	City	City		
Index	Index	Nat'l		
1952	1952	1952	\$	
vs.	vs.	vs.	(Million)	
1939	1951	1951	April	
			1952	

### Kentucky

Lexington ....	303.6	103.7	96.9	8.32
★ Louisville ....	368.5	109.4	102.2	40.02
★ Paducah .....	409.9	136.3	127.4	4.96

### Louisiana

Baton Rouge ..	456.7	103.7	96.9	10.55
New Orleans ..	379.0	104.4	97.6	49.38
★ Shreveport ...	382.1	110.3	103.1	14.90

### Maine

★ Bangor .....	266.7	108.4	101.3	4.48
Lewiston-Auburn	253.1	98.7	92.2	5.34
Portland .....	228.6	103.1	96.4	8.71

### Maryland

★ Baltimore ....	310.8	107.0	100.0	97.95
Cumberland ..	257.1	102.3	95.6	4.55

### Massachusetts

Boston .....	238.7	105.7	98.8	97.06
Fall River <sup>1</sup> ...	253.9	100.6	94.0	8.50
Holyoke .....	286.3	102.7	96.0	5.21
Lawrence .....	245.5	101.7	95.0	7.29
Lowell .....	333.2	103.8	97.0	8.53
Lynn .....	264.8	97.4	91.0	9.11
New Bedford ..	260.9	100.2	93.6	8.82
★ Pittsfield ....	256.7	107.3	100.3	5.16
Salem .....	297.5	106.5	99.5	4.85

<sup>1</sup> Retail Sales Dollars (in millions) for March 1952 for Fall River, Massachusetts, should have been 8.62.

## Here's Another Reason Why

the Pittsfield Metropolitan County Area is . . . family for family . . . the most responsive mass market in the State.

Local General Electric payroll reached a record high of \$49,809,150 in 1951—an increase of \$9,147,625 over 1950. This is only one of the many reasons why it is the No. 1 Metropolitan County Area in the State in family retail, food, automotive sales.

Served by one newspaper with 100% coverage of city zone and 70% of entire metropolitan area.

THE BERKSHIRE  
EAGLE  
PITTSFIELD, MASS.

Represented by  
The Julius Mathews Special Agency, Inc.

## PORTLAND, MAINE

### Basic New England Market

\$213,000,000 of retail sales add up to a mighty important market in sales executives' eyes . . . especially when the market includes the largest metropolitan county area and largest wholesale center NORTH OF BOSTON.

. . . and can be sold easily . . . economically . . . thoroughly . . . by the largest newspaper circulation north of Boston combined with the largest jobber-dealer team in that whole area.

PORTLAND PRESS HERALD • EVENING EXPRESS  
PORTLAND SUNDAY TELEGRAM  
PORTLAND, MAINE

BASIC NEW ENGLAND TEST MARKET

## All This and the State's Fastest-Growing Daily, TOO!

Royal Oak is the richest city, per family, on the High-Spot Cities list. Its retail sales are 34% above the U. S. family average. Food 24% above. General merchandise 45%. Furniture-household 46%. Drug 87%. Automotive 71%. Income 62%.

The Daily Tribune . . . better than 108.2% gain in ten years . . . is a must in 95% of Royal Oak homes daily . . . and in 13,500 additional homes in prosperous south Oakland County.

### THE DAILY TRIBUNE Royal Oak, Mich.

South Oakland's Only Daily Over 25,018 Evening

Represented by  
The Julius Mathews  
Special Agency, Inc.

## High Spot Cities

#### RETAIL SALES (S.M. Forecast for April, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	April
1939	1951	1951	1952

#### Massachusetts (cont.)

Springfield . . .	253.7	104.4	97.6	17.63
★ Worcester . . .	292.7	111.7	104.4	22.51

#### RETAIL SALES (S.M. Forecast for April, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	April
1939	1951	1951	1952

#### Michigan

★ Battle Creek . .	406.4	117.8	110.1	8.21
★ Bay City . . . .	392.2	107.0	100.0	7.06
Detroit . . . . .	391.8	102.5	95.8	216.22
Flint . . . . .	329.6	100.5	93.9	19.61
Grand Rapids . .	357.2	104.5	97.7	23.93
★ Jackson . . . .	337.1	108.5	101.4	7.82
★ Kalamazoo . . .	363.5	110.1	102.9	10.87
★ Lansing . . . .	404.7	117.0	109.3	15.62
★ Muskegon . . .	355.9	115.8	108.2	6.94
★ Pontiac . . . .	343.8	106.4	99.4	8.87
Royal Oak- Ferndale . . . .	487.8	106.5	99.5	8.78
Saginaw . . . . .	358.4	103.7	96.9	10.68

#### Minnesota

★ Duluth . . . . .	255.6	111.0	103.7	10.20
Minneapolis . . .	285.6	102.7	96.0	63.81
St. Paul . . . . .	248.7	104.2	97.4	34.59

#### Mississippi

Jackson . . . . .	453.7	104.6	97.8	9.80
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#### Missouri

Kansas City . . .	358.0	103.3	96.5	66.76
St. Joseph . . . .	285.0	103.5	96.7	6.84
St. Louis . . . . .	307.2	105.0	98.1	90.13
Springfield . . .	378.2	106.6	99.6	8.17

#### Montana

Billings . . . . .	395.5	104.8	97.9	6.09
Butte . . . . .	224.5	103.1	96.4	4.67
Great Falls . . .	321.3	101.3	94.7	5.43

#### Nebraska

Lincoln . . . . .	325.0	103.0	96.3	10.53
★ Omaha . . . . .	344.9	107.2	100.2	30.18

#### Nevada

Reno . . . . .	335.3	105.3	98.1	6.37
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#### New Hampshire

★ Manchester . . .	294.6	107.3	100.3	8.22
★ Nashua . . . . .	270.8	109.4	102.2	3.25

#### New Jersey

Atlantic City . .	281.4	103.7	96.9	10.41
Camden . . . . .	326.2	102.8	96.1	13.34
Elizabeth . . . .	319.3	106.4	99.4	11.91
Jersey City- Hoboken . . . .	242.0	105.2	98.3	23.26
Newark . . . . .	265.9	106.7	99.7	54.98
★ Passaic-Clifton .	356.3	107.5	100.5	13.79
Paterson . . . . .	285.3	101.1	94.5	16.29
Trenton . . . . .	293.5	105.6	98.7	15.91



## New Jersey's ONLY Preferred City

Of all of New Jersey's eight Highspot cities, only one—Passaic-Clifton—is ranked as "preferred" by Sales Management for the month of April. Its sales level this month is forecast at 7.5% higher than April, 1951.

Passaic-Clifton has been rated a "preferred" Highspot city every month for the last two years . . . a record unequalled in New Jersey. Its City-National Index has been the state's highest every month for the last 20. This unsurpassed record as a consistently better market is added proof that Passaic-Clifton is your best opportunity for increased sales in New Jersey.

### THE HERALD-NEWS OF PASSAIC-CLIFTON, N.J.

55,461

Publisher's Statement  
A.B.C.  
Last Quarter, 1952

Represented by The Julius Mathews Special Agency

## SALES Are a WONDERFUL Talking Point . . . If There's COVERAGE

That's why we like to talk about Little Falls' retail sales being 36% above average for its size city . . . food sales 73% above!

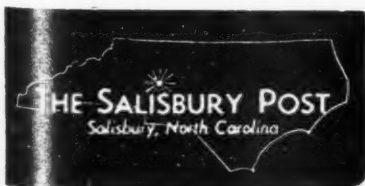
So, people in this area fill most of their living needs in Little Falls stores . . . spend a total of \$27,930,000 for retail goods. And the Little Falls Times . . . with circulation nearly two and a half times the number of city families — covers Little Falls completely . . . reaches 74% of all homes in the entire market.

### Little Falls Times Little Falls, N. Y.

Represented by  
**The Julius Mathews  
Special Agency, Inc.**

## A TEST CAMPAIGN

WILL CONVINCE YOU IN  
RECORD TIME THAT THE  
**SALISBURY  
POST**  
IS ONE OF THE  
SELLINGEST  
NEWSPAPERS IN  
AMERICA — IN ONE  
OF THE BUYINGEST  
MARKETS



**WARD-GRIFFITH COMPANY**  
Representatives

### RETAIL SALES (S.M. Forecast for April, 1952)

	City Index 1952 vs. 1939	City Index 1952 vs. 1951	City Nat'l Index 1952 vs. 1951	\$ (Million) April 1952
<b>New Mexico</b>				
Albuquerque ..	707.3	103.8	97.0	13.65
<b>New York</b>				
Albany .....	305.2	102.2	95.5	19.20
Binghamton ..	275.3	105.6	98.7	9.69
★ Buffalo .....	309.7	109.4	102.2	64.26
★ Elmira .....	325.1	123.8	115.7	7.25
★ Hempstead Township ...	611.5	111.1	103.8	59.99
★ Jamestown ...	319.5	113.6	106.2	5.56
New York .....	277.7	104.3	97.5	735.22
★ Niagara Falls ..	331.6	115.0	107.5	9.75
★ Rochester .....	267.2	108.4	101.3	37.68
★ Rome .....	421.2	108.6	101.5	4.17
★ Schenectady ..	311.1	110.1	102.9	11.54
★ Syracuse .....	283.3	108.4	101.3	24.90
Troy .....	305.3	100.2	93.6	8.64
Utica .....	309.3	106.9	99.9	11.60
<b>North Carolina</b>				
★ Asheville ....	348.1	107.1	100.1	7.45
Charlotte ....	461.8	105.3	98.4	18.24
Durham .....	338.8	101.7	95.0	6.98
Greensboro ...	567.1	106.5	99.5	13.10
★ Raleigh .....	420.1	111.1	103.7	8.37
Salisbury .....	354.2	102.8	96.1	2.94
★ Wilmington ...	345.1	112.1	104.8	4.21
Winston-Salem.	344.6	106.3	99.3	8.34
<b>North Dakota</b>				
Fargo .....	327.2	99.5	93.0	5.53
<b>Ohio</b>				
★ Akron .....	387.9	122.2	114.2	34.91
★ Canton .....	332.0	110.3	103.1	14.44
Cincinnati ...	314.1	106.8	99.8	60.00
★ Cleveland ....	339.8	115.5	107.9	118.45
Columbus .....	298.9	102.4	95.7	39.45
★ Dayton .....	351.5	111.6	104.3	31.04
Mansfield ....	338.2	104.6	97.8	6.02
★ Springfield ...	332.9	110.4	103.2	8.49
★ Toledo .....	344.6	108.7	101.6	37.60
★ Warren .....	403.9	117.0	109.3	7.27
★ Youngstown ...	319.6	113.2	105.8	21.16
<b>Oklahoma</b>				
★ Bartlesville ...	363.2	119.7	111.9	2.47
Muskogee ....	302.8	102.4	95.7	3.24
Oklahoma City.	342.7	102.4	95.7	26.08
★ Tulsa .....	409.8	115.2	107.7	23.03
<b>Oregon</b>				
Eugene .....	490.7	105.8	98.9	7.36
★ Portland .....	343.2	113.0	105.6	52.23
Salem .....	361.3	102.7	95.0	6.07
<b>Pennsylvania</b>				
Allentown ....	314.6	103.5	96.7	12.68
Altoona .....	258.9	104.4	97.6	6.86
★ Bethlehem ...	438.9	126.4	118.1	7.90

## Altoona, Pa. is a good TEST MARKET ... as many important factors PROVE!

- ▶ It's well isolated from other cities.
- ▶ It has typical distributive outlets.
- ▶ Its citizens have average incomes.
- ▶ It has a splendid mixture of industry and farming.
- ▶ It has excellent year-round stability and a good record as a test city.
- ▶ Also, the Altoona Mirror is a co-operative evening newspaper. It completely blankets the market.

### ALTOONA'S ONLY EVENING NEWSPAPER

**RICHARD E. BEELER**  
Advertising Manager

# Altoona Mirror.

# \$10715

—that's how much Bethlehem's families average on drug items each year (\$34.85 above the Pennsylvania average).

Here's another indication of this city's prosperity . . . another proof that *business is booming in Bethlehem!* Only one newspaper covers this key city . . .

## The Bethlehem Globe-Times

**Roland L. Adams, President**  
Represented nationally by DeLisser, Inc.



For **SOLID**  
Selling... there  
is no Substitute  
for the **POWER**  
of an Alert....  
Home Town  
Newspaper!

Particularly in The  
"Greater Philadelphia"  
Area where so MUCH  
of the Market is OUT-  
SIDE the city & coun-  
ty Limits.

**NORRISTOWN — THE IM-  
PORTANT SEGMENT OF  
THIS "OUTSIDE" AREA**

**NORRISTOWN<sup>Pa</sup>  
TIMES-HERALD**

NORRISTOWN, PENNA.

Represented Nationally By The  
Julius Mathews Special Agency

## WISE

is the advertiser who  
uses the Call. S.M.'s '51  
Buying Power survey proved  
that Woonsocket people  
buy:

22% more Food  
29% more General Mdse.  
39% more Drugs  
than average Rhode Island  
families. These 101,000  
"buy-conscious" people  
offer you a lucrative market.  
Get your share—tell them  
your story through their one  
local daily, the—

**WOONSOCKET  
CALL**

Representatives: Gilman, Nicoll & Ruthman  
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S PLUS MARKET

# High Spot Cities

RETAIL SALES  
(S.M. Forecast for April, 1952)

City Index	City Index	City Nat'l Index	\$ (Million)
1952	1952	1952	April
vs.	vs.	vs.	1951
1939	1951	1951	1952

### Pennsylvania (cont.)

★ Chester .....	337.2	111.1	103.8	7.35
★ Erie .....	388.8	111.0	103.7	15.55
★ Harrisburg ...	354.0	117.4	109.7	14.76
Johnstown .....	272.1	104.9	98.0	8.11
Lancaster .....	257.4	101.8	95.1	7.62
Norristown .....	302.9	103.0	96.3	4.24
Oil City .....	197.5	102.6	95.9	1.60
Philadelphia ..	305.7	102.1	95.4	194.29
★ Pittsburgh ...	340.5	116.8	109.2	101.44
Reading .....	283.9	100.8	94.2	12.89
Scranton .....	260.1	101.8	95.1	12.20
★ Wilkes-Barre ..	262.5	107.3	100.3	9.03
York .....	256.5	98.8	92.3	6.36

### Rhode Island

Providence ...	272.6	104.5	97.7	29.80
★ Woonsocket ...	289.4	111.8	104.5	4.63

### South Carolina

★ Charleston <sup>1</sup> ...	359.3	109.9	102.7	8.66
★ Columbia .....	412.7	116.6	109.0	11.35
Greenville .....	414.8	105.2	98.3	8.96
★ Spartanburg ..	511.7	113.5	106.1	7.88

### South Dakota

Aberdeen .....	443.0	100.2	93.6	3.50
Sioux Falls ...	330.1	99.0	92.5	6.37

### Tennessee

★ Chattanooga ..	330.9	109.8	102.6	15.32
Knoxville .....	344.6	102.0	95.3	15.06
Memphis .....	373.6	99.6	93.1	41.96
★ Nashville .....	359.4	109.9	102.7	23.97

<sup>1</sup> Retail Sales Dollars (in millions) for  
March 1952 for Charleston, South Caro-  
lina, should have been 8.93.

RETAIL SALES  
(S.M. Forecast for April, 1952)

City Index	City Index	City Nat'l Index	\$ (Million)
1952	1952	1952	April
vs.	vs.	vs.	1951
1939	1951	1951	1952

### Texas

★ Amarillo .....	559.8	113.6	106.2	12.26
Austin .....	407.5	102.7	96.0	13.53
★ Beaumont .....	472.8	109.4	102.2	11.82
★ Corpus Christi.	542.4	113.4	106.0	14.32
Dallas .....	448.3	104.4	97.6	64.28
El Paso .....	466.0	105.5	98.6	15.10
★ Fort Worth ...	504.7	114.2	106.7	38.91
Galveston .....	352.9	106.7	99.7	7.27
★ Houston .....	446.9	111.8	104.5	71.90
Lubbock .....	630.9	106.6	99.6	11.04
San Antonio ..	463.1	106.6	99.6	39.55
Waco .....	464.4	100.3	93.7	9.52
★ Wichita Falls..	366.2	114.2	106.7	8.15

### Utah

★ Ogden .....	374.7	110.5	103.3	6.07
Salt Lake City.	329.1	105.1	98.2	20.70

### Vermont

Burlington ...	275.7	100.6	94.0	3.86
Rutland .....	224.0	98.8	92.3	2.15

### Virginia

Lynchburg ...	284.7	103.1	96.4	5.04
★ Newport News .	450.3	121.3	113.4	7.07
★ Norfolk .....	407.8	107.4	100.4	21.49
★ Portsmouth ...	463.5	110.3	103.1	6.35
Richmond .....	296.9	106.6	99.6	26.66
Roanoke .....	418.9	106.6	99.6	12.56

### Washington

★ Seattle .....	334.0	108.5	101.4	57.74
★ Spokane .....	321.7	107.2	100.2	17.50
Tacoma .....	323.0	102.0	95.3	14.76
Yakima .....	319.0	100.9	94.3	6.03

### West Virginia

★ Charleston ...	336.9	108.8	101.7	12.23
★ Huntington ...	336.7	107.4	100.4	8.72
Wheeling .....	312.1	105.8	98.9	8.24

### Wisconsin

Appleton .....	349.6	106.8	99.8	4.65
Green Bay .....	302.3	105.8	98.9	6.62
Madison .....	290.7	105.7	98.8	10.67
★ Milwaukee ...	318.0	107.7	100.7	76.01
★ Racine .....	366.8	112.2	104.9	8.18
Sheboygan ...	278.1	103.1	96.4	4.20
Superior .....	263.1	104.0	97.2	3.21

### Wyoming

★ Casper .....	539.6	121.2	113.3	5.18
★ Cheyenne .....	410.5	108.9	101.8	4.68

# RETAIL SALES

(S.M. Forecast for April, 1952)

City	City	City	
Index	Index	Index	\$
1952	1952	1952	(Million)
vs.	vs.	vs.	April
1941	1951	1951	1952

## CANADA

314.6 108.0 100.0 927.9

## Alberta

★ Calgary ..... 383.4 114.8 106.3 16.45  
 ★ Edmonton ..... 381.3 102.0 94.4 15.10

## British Columbia

★ Vancouver ..... 391.0 114.8 106.3 47.00  
 ★ Victoria ..... 325.3 111.5 103.2 9.89

## Manitoba

★ Winnipeg ..... 294.4 113.1 104.7 33.27

## New Brunswick

Saint John ... 222.0 105.8 98.0 4.55

## Nova Scotia

★ Halifax ..... 284.9 114.2 105.7 12.05

## Ontario

★ Hamilton ..... 290.4 121.4 112.4 20.91  
 London ..... 256.8 104.9 97.1 8.50  
 Ottawa ..... 205.9 105.9 98.1 13.88  
 Toronto ..... 263.6 104.3 96.6 87.21  
 Windsor ..... 249.1 105.1 97.3 11.06

## Quebec

Montreal ..... 287.2 106.8 98.9 93.75  
 ★ Quebec ..... 269.8 113.6 105.2 14.11

## Saskatchewan

Regina ..... 300.3 106.7 98.8 9.43

# LARGEST

## CIRCULATION OF ANY

# PUBLICATION

## IN

# CANADA



Circulation  
over

# 950,000

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Publishing Co. Limited

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Graybar Building, 420  
Lexington Avenue, New  
York; The John E. Lutz  
Co., Tribune Tower, 435  
North Michigan Ave.,  
Chicago.



## District Managers With You?

"Selling for Keeps" is a self-training program for salesmen . . . but first the management of Winthrop-Stearns, Inc., New York, brought its 25 district sales managers together and went through the program with them. On the right is Joseph Noh, vice-president and director of sales. Behind him are the front covers of the Robert Palmer Corporation's 12 "Selling for Keeps" four-page booklets, which are to be mailed to salesmen once a month by each district manager. On the left is Arthur W. Jensen, general sales manager.

## BIND

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COMPLETE  
ISSUES  
for  
\$3.00



Never thicker than its contents,  
this binder expands to hold 12 issues  
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### SALES MANAGEMENT

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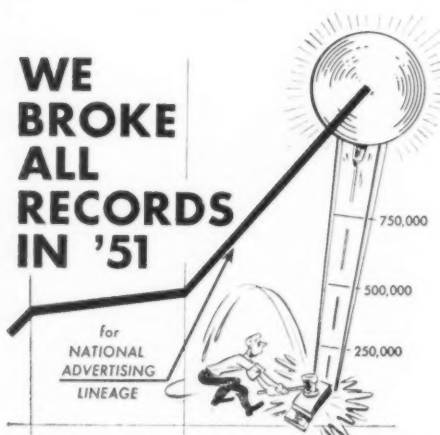
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Address .....  
City ..... Zone.....  
State .....

## Coming Soon . . . in Sales Management:

How Standard Oil of California  
Trains Executives for Bigger Jobs

Aptitude Tests Cut Turnover For  
Underwood Corp.

What Atlantic Refining Co.  
Learned from a Salesmen's Time  
Study



Year after year more NATIONAL ADVERTISERS are adding more lineage to their schedules in THE BAYONNE TIMES. . . . They have found that . . .

**"BAYONNE CANNOT BE SOLD  
FROM THE OUTSIDE"**  
**THE BAYONNE TIMES**  
NATIONALLY REPRESENTED BY  
BOGNER & MARTIN

**COMING SOON: "Five Cock-  
eyed Ideas Salesmen Entertain  
About Advertising" . . . . .**

See SM, April 15.



WINNING DRUGGISTS and influencing their customers is the first move of McKesson & Robbins in its 1952 campaign for Tartan Suntan Lotion. This full post card picture of radio-TV family, Tex, Jinx, sons Paddy and Kevin, is being mailed from Hamilton, Bermuda, to 70,000 wholesalers and retailers in the drug trade. Reverse side tells of famous family's over-all role in Tartan's drive.

## Weather and Stars (Radio-TV) in Tartan All-Media Campaign

The 1952 advertising campaign for Tartan Suntan Lotion, bolstered by McKesson & Robbins, Inc., with a record budget, will feature the radio-TV family of Tex and Jinx in a concentrated all-media drive this spring and summer. With snow still flying in much of the U. S., picture post cards of the famous family—from Bermuda—tells of having alerted wholesalers and retailers throughout the country to their part in the campaign.

Prominent in Tartan plans is an expansion of the successful fashion tie-ins of past seasons. Tartan has already arranged a joint advertising and merchandising program with Cole of California, McGregor Sportswear and Bates Fabrics, all of whom will feature Tartan Lotion and credit in national advertising.

Tartan will hit the newsstands in June and July with full-color ads in *Look*, *Cosmopolitan*, *Redbook*, *Seventeen*, *Photoplay*, *Motion Picture*, *Modern Screen*, *Screen Stories*, *Silver Screen* and *Screenland*. Copy theme will be Tartan's theme, "Lets you tan, never burn."

Supporting this magazine drive will be an extensive outdoor campaign with full-color posters in all New York City subways and suburban railroads. Tex and Jinx will appear on these posters as well as on national point-of-purchase displays in over 10,000 drug store windows, along with thousands of counter cards.

In return for ad plugs by Cole, McGregor and Bates, Tartan advertising will feature Jinx in a Cole of California tartan swim suit, while Tex and Paddy wear McGregor tartan trunks—all in a Bates fabric. All participants will merchandise the tie-in in department stores. Tartan Lotion will be displayed with the apparel.

Tartan plans a summer saturation job via radio spots which will be correlated with weather reports in all major cities. In New York City alone, Tartan expects to schedule more than 2,000 announcements throughout the season. Backing up the spot campaign will be participation in programs of top radio personalities, along with television spots in key areas. J. D. Tarcher, Inc., is the agency.



APRIL 1, 1952

## part 2 Sales Management

# Sales Meetings

UNIVERSITY  
OF MICHIGAN

APR 9 1952

BUSINESS ADMINISTRATION  
LIBRARY

Conventions • Expositions • Trade Shows



### PRODUCTS DISPLAY PAYS FIVE-WAY DIVIDEND FOR G-E

Customers get a clear understanding of product operation at G-E's technical exhibit and the same displays serve as a public relations medium for visitors. (See Page 8.)

### Slides and Films: Multi-Purpose Tools For Meetings

Page 13

### How Harvester Pulls Crowds At the Fairs

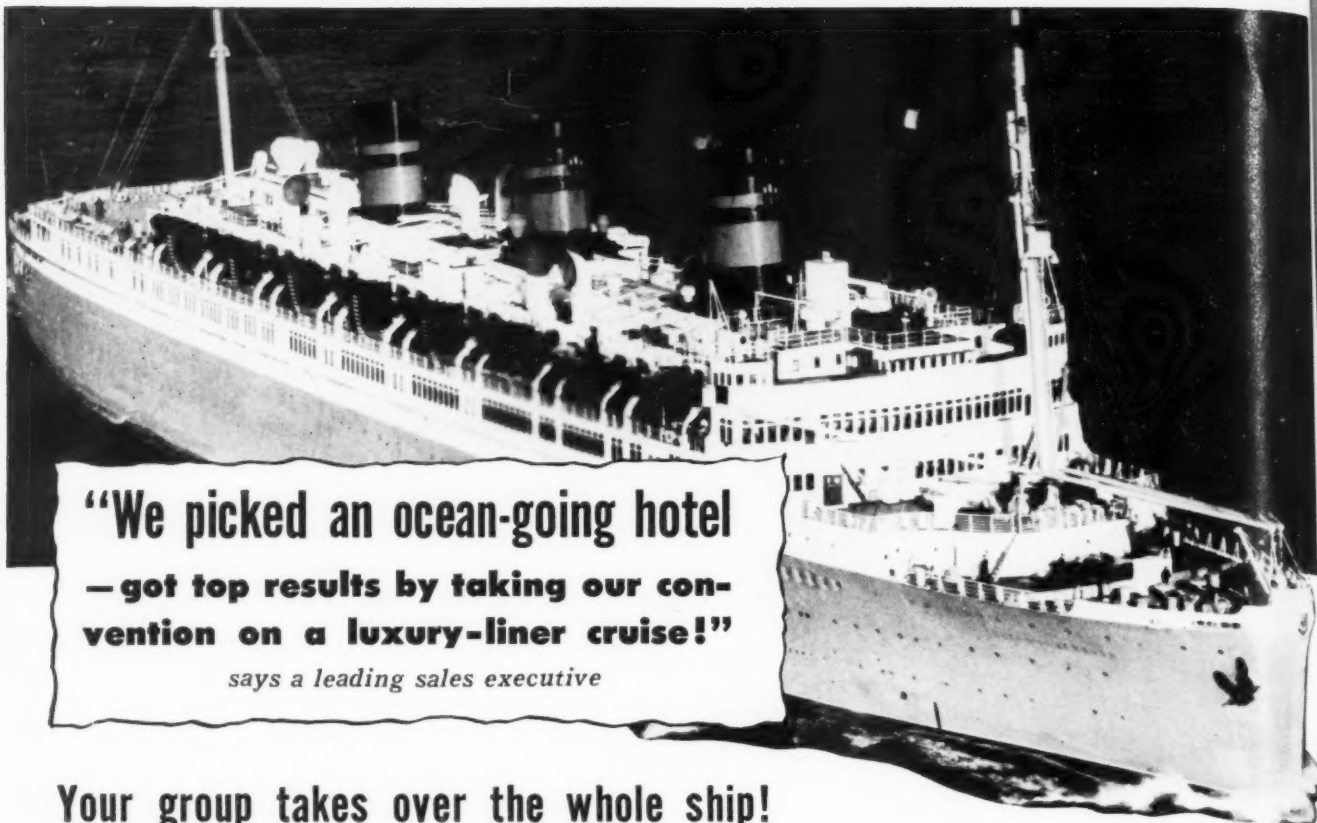
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### 10 Good Ways To Liven Our Dead Sales Meetings

Page 24

### Is a Trade Show Worth the Money To Management?

Page 46



**"We picked an ocean-going hotel  
—got top results by taking our con-  
vention on a luxury-liner cruise!"**

*says a leading sales executive*

## **Your group takes over the whole ship!**

*( or exclusive accommodations for smaller groups )*

Figure it out for yourself.

You won't have to lift a finger . . . we will print your promotional literature . . . create your publicity releases . . . handle all your reservation requests . . . plan your entertainment . . . print your programs . . . and attend your cruise to insure its overwhelming success. Ask us about the added features which include an 11 piece orchestra each evening for dancing—Broadway entertainment plus very fancy hors d'oeuvres for cocktail parties at no extra cost.

Better look into this ocean-going way to successful meetings. It clicks every time!

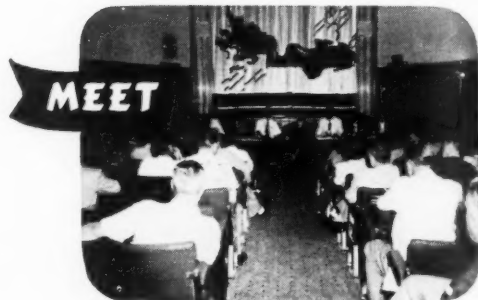
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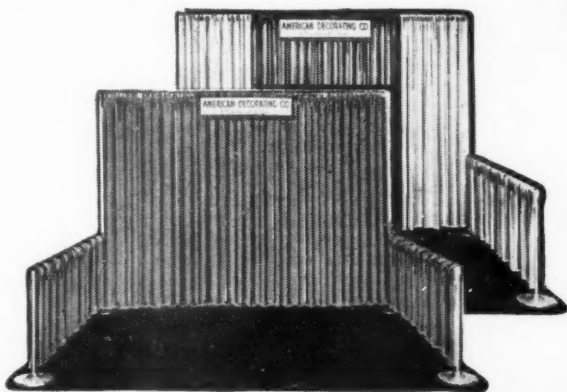
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**American** Decorating Company

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DECORATIONS • CHROME FURNITURE • BOOTH EQUIPMENT





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Your Convention will be a happy success at

**hotel sherman**  
RANDOLPH, CLARK AND LA SALLE STREETS  
**chicago**

Frank W. Bering, Chairman of the Board

James A. Hart, President

Pat Hoy, Vice President and Gen. Mgr.

West Coast Office: George R. Smith  
210 Post St., San Francisco 8, Calif.

Write or Wire Today  
for Information  
about Our  
Convention Facilities

## Sales Meetings

SALES MANAGEMENT, PART II • APRIL 1, 1952

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By Henry Sears Hoyt, Jr.,  
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85% to 95% of RCA's franchised dealers and their salesmen attend meetings staged by distributors throughout the country. Pre-tests insure smooth presentations.

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Milprint's new system brings salesmen to the home office in small groups throughout the year. Sessions are intimate and productive.  
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#### SALES MEETINGS

MANAGER.....	Philip Harrison
EDITOR.....	Robert Letwin
BUSINESS MANAGER.....	Paul Lightman
RESEARCH EDITOR.....	John T. Fosdick

#### Editorial Offices

The Essex, 13th & Filbert Streets  
Philadelphia 7, Pa. Rittenhouse 6-5420

#### Advertising Sales Offices

PHILADELPHIA 7, PA.  
The Essex, 13th & Filbert Sts., Rittenhouse 6-5420  
Philip Harrison

NEW YORK 16, N. Y.  
386 Fourth Ave., Lexington 2-1760  
Randy Brown, Jr.

CHICAGO 1, ILL.  
333 N. Michigan Ave., State 2-1266  
Thomas Turner

SANTA BARBARA, Cal.  
15 E. de la Guerra, Santa Barbara 6405  
Warwick S. Carpenter



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*Write for full color brochure.*

DAN W. JAMES, *President and General Manager*  
OKLAHOMA CITY, OKLAHOMA

# GARDNER **CREATES** *Showmanship that Sells*



Giant figures or tiny cities . . . midget mills or mammoth displays . . . Gardner creates and builds them all. But in every Gardner creation, there is the priceless ingredient you need and want most of all—showmanship that sells!

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- ✓ **ANIMATED MODELS**
- ✓ **DIORAMAS** (3rd dimensional displays)
- ✓ **WINDOW UNITS**
- ✓ **TRAINING AIDS**
- ✓ **TRAVELLING SHOWS**
- ✓ **STAGE PRESENTATIONS**
- ✓ **SALES-RECEPTION ROOM SETTINGS**
- ✓ **PARADE FLOATS**
- ✓ **POINT OF SALE DISPLAYS**
- ✓ **PRECISION-SCALED MINIATURES**
- ✓ **SYNCHRONIZED DISPLAYS**
- ✓ **ITINERANT STATE FAIR PAVILIONS**

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NEW YORK.....516 Fifth Ave., New York 36, N.Y., VANDerbilt 6-2621  
CHICAGO.....1937 W. Hasting St., Chicago 8, Ill., TAYlor 9-6600  
DETROIT.....810 Book Tower Bldg., Detroit 26, Mich., WOODward 2-3557



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Attendance**  
at your next  
**Convention!**



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which provide additional publicity in addition to outlining in a clear, attractive way the flights your delegates will need.

To get all this help—without obligation, of course—all you have to do is call your United District Sales Manager. Or, if you prefer, write direct to *United Air Lines, 5959 S. Cicero Ave., Chicago 38, Ill.*



**HAWAII**—ideal side trip for delegates! If your convention is on the west coast, you can make it even more appealing to delegates by suggesting a side trip to Hawaii. It's only 10¼ hours from California. And United offers many low-expense Air Vacations starting at \$324, plus tax, for ten days.

*Notice how United serves the major convention cities. No doubt you will be planning your next convention in one of these places—they're big population centers, and are only a few hours from where your delegates live.*



**ONE OF THE SCHEDULED AIRLINES OF THE U.S.**

To make your exhibits and  
advertising displays  
more successful  
Custom Exhibits Inc. offers:  
**Direct Designer-Client Conference.**

No one knows your product  
or services like yourself.  
Talk over your ideas  
with designer specialists  
who think "3 dimensionally."  
You'll save time, money and patience  
—and get amazingly better results.

This is not a recent  
innovation with us.  
It's a system proven over  
many years and for many clients.  
—some are: *Johnson-Johnson*  
*Cummins* **CELOTEX** *MORTON*  
*TWA* **SALT**  
**WEBSTER-CHICAGO**

**CUSTOM EXHIBITS INC.**  
creators of convention displays,  
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Studios and factory at  
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**MIAMI'S FIRST NEW HOTEL  
IN TWENTY SEVEN YEARS**

**BISCAYNE**  
*terrace*  
**HOTEL**

**BISCAYNE BLVD.  
AT 4th ST.  
MIAMI, FLA.**

Overlooking  
Beautiful  
Biscayne Bay

Wm. F. Usher  
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**COMPLETELY AIR CONDITIONED WITH  
INDIVIDUAL CONTROL IN EVERY ROOM**

200 beautifully appointed  
rooms each with private bath  
... radio and circulating ice  
water ... dining room ...  
sales meeting rooms ...  
cocktail-lounge ... banquet  
hall ... directly opposite  
convention hall.

# Editor's Notes

## How to Make "First" First

It is all very well to say "first come, first served." But, how does a trade show manager give each exhibiting company an equal opportunity to be first? The problem of being fair and square in allotting exhibit booths hounds show management regularly. Many devices have been created, including fish-bowl drawings and seniority systems, in an attempt to forestall charges of discrimination in allotting desirable space.

The National Office Management Association is sensitive to the problem. In assigning space for the association's show, Al Spangler, NOMA show manager, considered giving first preference to the first space requests mailed and using postmarked envelopes as evidence of "first mailed." That was fine except that the distribution of floor plans and contracts was staggered: Companies in the East received floor plans and contracts in the mail before those in the West and could respond sooner. It took many hours of sitting ideas and investigating but NOMA found the answer.

Each exhibitor who ever participated in a NOMA exposition was notified at 10 in the morning on a certain date that he would receive by messenger the space request forms and floor plans for the show. He was further advised that his preference for space would be considered in the order in which space requests were mailed. Each exhibitor was asked to list the four spaces he preferred in the order of preference, and if his letter was the first mailed asking for the booth, he'd get it.

On a brisk October morning, a corps of Western Union messengers marched into the offices of former exhibitors to NOMA shows in cities all over the country. The messengers presented space contracts and floor plans at precisely 10 AM, October 22. Depending on how fast the exhibitor could get his contract to the post office, each firm was in an honest race for best space.

With the cost of handling the distribution of floor plans through Western Union running about a dollar apiece, it might be considered a big expense for nothing. But, exhibitors didn't think so. The first day more than 25% put their contracts in the mail.

We don't know exactly how it was handled at the NOMA office, but we suspect that Al Spangler has every postmarked envelope neatly filed away against the day when someone says: "Yeh, you always give the best space to the big companies."

## Washington Watches the Zeros

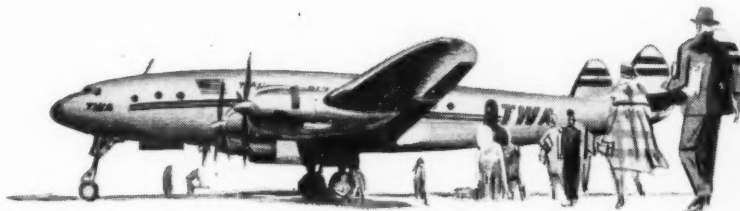
No one questions Washington, D. C., as center of the world for astronomical figures. Therefore it is quite natural that the only individual in the country who detected our error in reporting a billion as a million (page 66, January 15 issue) is in Washington.

It was Clarence A. Arata, manager of the Greater National Capital Committee and president of the International Association of Convention Bureaus, who was the only reader to detect that we left out three zeros in reporting convention-delegate expenditures at only \$1,008,250.

**ROBERT LETWIN**  
Editor

# Your attendance will go UP when you call in **TWA**

... the only airline that offers all these  
important convention travel services:



- 1 TWA's sales force will aid you** in contacting members, reserving space for them, making their trips more convenient in every way! To expedite return reservations, TWA's portable booth can be set up at your convention.
- 2 TWA serves key convention cities** across the U.S. as shown on the route map below ... including new low-fare TWA Sky Tourist flights between New York, St. Louis, Chicago, Los Angeles and San Francisco. Also ask about TWA's Family Fares.
- 3 TWA—and only TWA—offers one-airline service** connecting 60 U.S. cities coast to coast with 20 important world centers in Europe, Africa and Asia ... an important point to remember if you are holding your convention abroad.
- 4 TWA Skyliner speed reduces travel time** to a minimum ... makes attendance easier and more pleasant. Even busy delegates can attend without loss of too much time away from their normal activities at home.
- 5 TWA's alternate routes permit vacations** along the way. Convention travelers can go by one route—return another—and stop off en route at any of the famous TWA-served resort areas to enjoy a rest ... at no extra fare.
- 6 TWA's years of experience in group travel** assure you that all problems involved in transporting members to and from the convention city will be handled in a prompt, courteous and efficient manner.



Act now ... even if your convention date is months ahead. For complete information on TWA's convention services, call or write your local TWA office. Or write TWA's Convention Manager, 60 East 42nd St., New York 17, N. Y.  
*Ship convention exhibits, samples and merchandise via TWA Air Cargo for efficient on-time service.*

ACROSS THE U.S. AND OVERSEAS... YOU CAN DEPEND ON

**TWA**  
TRANS WORLD AIRLINES  
U.S.A. • EUROPE • AFRICA • ASIA







**ENTER, THE PROSPECT:** Scope of G-E's exhibit room is suggested by sign, "Measurements Unlimited," followed by Lord Kelvin's famous statement, "When you can measure . . ." Young man on duty is a sales trainee.



**PARTICIPATION:** (Product: specialty instruments) If something is needed to inflate the customer's ego, this will do it. Sensitive strain-gauge equipment indicates how far he is bending a cold-rolled steel bar. Background motif suggests applications.



**ILLUSTRATION:** (Product: oscillograph) This automatic oscillograph is normally set into operation by lightning striking power lines. Operation is illustrated by flash of man-made lightning which appears from behind oil painting on wall.

## Technical Products Display Pays Five-Way Dividend for G-E

Here's a factory sales center for technical electrical equipment that embodies drama, ingenuity and imagination. It creates and closes orders. Beyond that, it's a training center, a time and money saver, an employee relations device, and a project helpful in the building of community goodwill.

**By R. L. MOELLER • Meter and Instrument Department  
General Electric Co. • West Lynn Works**

Each year, approximately 5,000 businessmen—either customers or potential customers—visit General Electric Company's West Lynn Works, Lynn, Mass. They come for a variety of reasons: for technical assistance, for engineering training, to make final decisions about buying equipment. To acquaint these im-

portant visitors with the complete, wide range of G-E instrument products and their hundreds of applications, to generate real sales "leads," long had been a serious problem—until the Department established a permanent product exhibit room in October, 1950.

Before the creation of this room,

it had been common practice to "cook up" special product displays in advance of important customers' visits. This involved obtaining production devices from the factory, assembling samples, and attempting to create displays with "sales punch," generally by individuals without training in exhibit techniques.

Limitations of such "one-shot" displays are, of course, immediately obvious. They were costly, wasteful, and inconvenient. These temporary exhibits were often located in noisy factory areas. A comfortable spot to sit, listen, and observe, and an area wholly devoid of distractions, was not always available. Most important, the displays were incomplete and failed to "show off" the Department's complete line. This meant that sales opportunities could not be fully exploited. Visitors saw only isolated groups of products. Many of them departed unaware that General Electric makes certain products they can put to good use in their own plants.



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**DEMONSTRATION:** (Product: hook-on instruments) Nothing's so convincing to a prospect as using the test instruments himself, under the exact field conditions. Switch box has clear plexiglass cover to peer through, protect the viewer.



**ILLUMINATION:** (Product: lightmeter) Prospect looks through peep-show window, sees miniature street-lighting standard . . . then he hears story of new sensitive light-meter used to get exact measurement and value of various street-illumination levels.



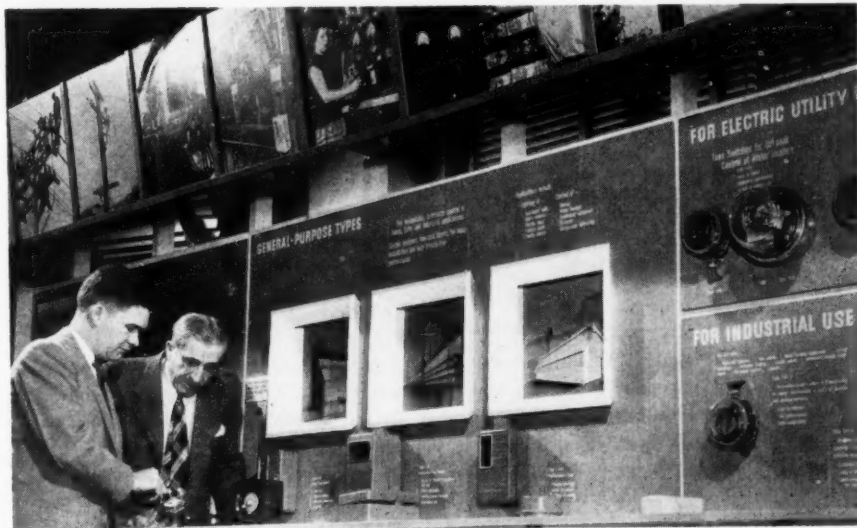
**EXPLANATION:** (Product: range timer) Actual samples help to convince customers that equipment displayed like this range timer held by demonstrator, is tailored to meet their particular requirements. Props are good sales talk.

General Electric's Meter and Instrument Department, for example, has a line which ranges from exposure meters to watt-hour meters, from radiation monitors to time switches, from instrument transformers to flap-position indicators for aircraft.

Now, with a permanent product exhibit room, it is possible on a moment's notice, without fuss or bother, to display the complete instrument line to plant-visiting prospects—and by so doing, to generate definite sales leads, and effect outright sales. For it is a marketing axiom that successful selling of small devices depends largely on effective use of samples the customer can see and use. The new product room, centrally located in the recently built Measurements Laboratory, is designed for selling, is geared to the technically trained businessman. Three-hundred different types of instrument products, 75 of which can be push-button operated, are on display in the room, with all associated equipment grouped together.

No longer is it necessary to waste the hours of busy salespeople "rustling up" individual product displays for plant visitors, or to spend thousands of dollars annually in having exhibit props built, lettered, and lighted—and then discarded.

A feature of the new room is a "Bulletin Bar," on which are the newest company promotional and

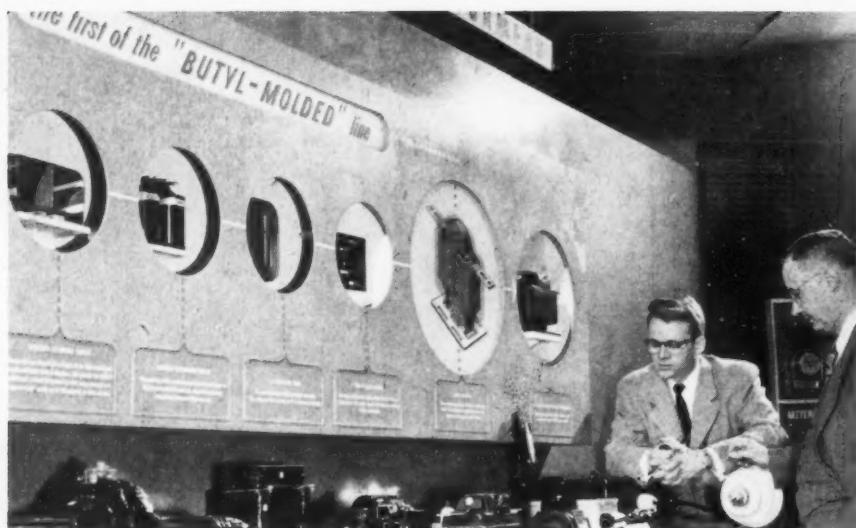


**ANIMATION:** When observer pushes button these photo murals light up, one by one, show how time switches can be used to control lighting in store windows, factory yards. For emphasis, sales talk is paced with movement of lights.

product bulletins covering the complete range of devices on exhibit, and others not on exhibit. This literature is available in quantity for the visitors' use. On slide-panels located beneath counter tops, to be withdrawn when the occasion demands, is technical literature and specifications, pricing, application, and other data necessary to order and use the equipment.

The important job of manning the exhibit room is assigned—on a three-month basis—to a young graduate engineer undergoing sales training in the Department. It is his responsibility to play host to customers, explain the exhibits to them, and to answer their questions. In helping to acquaint sales trainees with the equipment and in providing the opportunity for them to contact cus-





**SHOWMANSHIP:** Difficult to display, instrument transformers get glamor treatment in shadow boxes illustrating steps in their manufacture. Boxes lend impact to display, keep hazardous high-voltage parts comfortably out of reach.



**INSTRUCTIONS:** When customers want details, specialists are on hand to describe the product's functions, advantages. Here a member of the meter sales department tells a customer about the advantages of a watt-hour meter.

tomers, the room is a valuable training ground.

A visitor often will come to the plant with a problem involving a specific piece of equipment. It is convenient to discuss, and often solve, his problem right at the operating display of the equipment concerned. There the visitor can see, first-hand, how the product operates and its application possibilities. Visitors to the room spend anywhere from 30 minutes to an hour and a half in casual inspection of the exhibits.

The young engineer in charge of the room customarily relays pertinent customer comments to the sales manager of the line of instruments involved so that sales "leads" can be

effectively and promptly followed. Frequently a prospect who is escorted to the exhibit room to see a specific line of products sees others in his sphere of interest, and buys them. While there is no actual dollars-and-cents record of sales which can be attributed directly to the exhibit room, there is evidence that hundreds of active sales leads are unearthed, many so-called "direct" sales, and numerous inquiries.

The product exhibit is located in a room roughly 45 by 70 feet. To avoid marring the room's walls and, at the same time, to make use of its natural light and ventilation, a perimeter of "false walls" on which to mount the products has been erected. At the out-

set, it was decided to keep the room "in touch" with the general tone and character of the building in which it is located. In preparing the displays, the objective was "a solid technical approach, yet dramatic, within the framework of good taste." The theme, if one can be applied to the room, is "measurements unlimited," the motto of the Department.

Not all the benefits of the room accrue to the Department's sales force. The room also serves as a valuable employee and community relations medium. Employees, for instance, are encouraged to visit the room during their off hours, as it is found they gain a new pride in their work when they are able to see the end-result of their labors. A frequently heard employee remark is, "I didn't know we made all these products in this plant."

On suitable occasions, the room is opened to the general public. Community leaders in Lynn are invited to inspect the exhibits as are high school instructors in the area and various civic and service organizations. These visits, set up by the company's community-relations representative at Lynn, serve to awaken in the community a new appreciation of the company's role as a "good neighbor."

When the exhibit room was first made available, it was promoted in various ways: in a bulletin describing the new laboratory mailed to customers, in various house publications circulated to employees of the company, and, of course, by word of mouth.

The future of the exhibit room is established. As new instrument products are developed, they are added to the display. Meanwhile, the room continues to pay off—in terms of sales, savings in time and expense, better training for sales trainees, better relations with employees, and greater prestige for General Electric in the community.

### ON THE COVER . . .

. . . a compass-controlled, directional gyroscope for aircraft gets a workout in G-E's factory sales center. One of the dozens of exhibits that help generate buying decisions, the operation of complicated equipment like the gyro becomes intelligible when demonstrated in simple rigging.





PROGRAM CONTINUITY for the Foote Mineral Co. stockholders meeting was supplied by L. G. Bliss, vice-president in charge of sales, in the temporary studio set up in one of the company's plant buildings. Mr. Bliss could see himself demonstrating pure crystal titanium on the monitor on his left. Film sequences were introduced to show far-off mining operations.

## TV Lens Does "Walking" at New Kind of Stockholder Meeting

Plant tour by Foote Mineral Co. shareholders is taken sitting down. Thus video becomes a new meeting tool.

Stockholders' meetings which are staid and stereotyped may be exciting and dramatic if the path blazed by Foote Mineral Co. is followed.

The Foote Co., developers and processors of rare mineral ores and chemicals, took its stockholders on a tour of its Exton, Pa., plant, showed them the company's new holdings in Kings Mountain, N. C., and "conducted" them along the processing lines of ore in Africa—all without the stockholders leaving their seats.

Television was the streamliner for the meeting which in 45 minutes answered the big question in any stockholder's mind: "How and what is my company doing?"

To take the 200 Foote stockholders on the "tour" of the plant, portable TV gear was employed—the most extensive closed-circuit system ever installed by RCA Victor for a service of this type. The stockholders sat in the company's cafeteria and viewed 12 17-inch TV receivers. The central control and monitor station was installed in a nearby plant building.

L. G. Bliss, vice-president in

charge of sales, conducted the "tour" on the TV screen from his temporary headquarters in the monitor station. The introduction and continuity needed to relate the sequences of the program were handled by Mr. Bliss who appeared on the TV screen from time to time.

The meeting's program was balanced between TV films of far-off mining operations and "live" operations in the Exton plant. Stockholders saw the first processing of lepidolite ores from Africa to obtain lithium products (used for special types of glass, in the manufacture of lubricants and ceramics).

Quarrying and processing of ores at the company's Kings Mountain operation near Charlotte, N. C., were brought to the stockholders via TV film. They then saw, with the flip of a switch, more ore processing operations in progress in the Exton pilot plant where a new process is being evaluated.

Close-up action views of complex operations and equipment used in processing zirconium (used in radar, television and jet engines) were fol-

lowed by visits to the plant area where minerals are processed to produce welding electrode coating materials.

"It provides a unique means of showing stockholders what is being done with their money and how their investments are being protected and enhanced without wasting their valuable time and energies and those of company officials in traveling from point to point," Mr. Bliss says.

"Further, it makes it possible to present a dramatic vignette of highlights in a company's operations that is more impressive and understandable than a physical tour of the plant. It presents the company's story with more realism and conviction than film can achieve, since it is recognized that there is no window dressing in a TV presentation—no opportunity for cutting and editing.

"It may even be found practicable for firms with plants in different cities to bring 'live' TV pickups from various plants to a stockholders' meeting in one convenient location."



RCA Service Co. supplied the crew and equipment to stage the televised plant tour.



PANORAMIC FILMSTRIPS, using three projectors, produced these pictures on a 15-foot screen for a Borden Co. meeting.



PERFECT REGISTER was effected with the three projectors so that one, two or three panels could be shown at once.



THE FILM STORY explained the advertising and sales pressures on individuals from the time they wake up in the morning.

## Slides and Films: Multi-Purpose Tools for Meetings

Imagination makes the most successful film presentations. With good planning films serve many purposes and several departments can share costs. Budgets should be considered last. Good ideas can be tailored to the pocketbook.

U. S. business spent \$45 million for commercial audio-visual tools of all kinds in 1951. This sum and the creative talent it bought have all gone toward selling something—ideas, attitudes, skills, merchandise.

The value of *visual* presentation has reached near complete acceptance on the basis of performance. Psychologists have long maintained that 90%

of our impressions come through vision and that knowledge gained through sight registers more quickly and is retained longer than that acquired through any of the other senses. Application of this principle to selling was inevitable.

Back in the pre-movie days, illustrated lectures served to dramatize facts and to formulate impressions

people could not get from words alone, spoken or printed. Most of our present-day media for telling a story in pictures have derived from the success of those old illustrated lectures. Our trend in communication is toward more pictures, less words.

Business has learned that the best way to teach a student salesman is to *show him*. While one instructor can show a group of 20 how to greet a prospect or how to handle samples, a film can show 500, and duplicate films can and do show many thousands in small groups all over the country or the world—simultaneously, if necessary. Films present the

exact management-approved story, ungarbled, in proper sequence, and complete.

### Versatile Tools

Visual aids are versatile tools, and American business uses them for a variety of time- and money-saving purposes. A tour of a company's plant is put on film and shown to salesmen's groups at a fraction of the cost of bringing the groups to the plant. Films presenting company policies and benefits do a better job than booklets or lectures and save time in the indoctrination of new personnel.

In highly competitive fields it is vital that salesmen know why and in what ways their products are superior to those of their rivals. The prospects may otherwise embarrass them with technical questions or objections for which they have no answers.

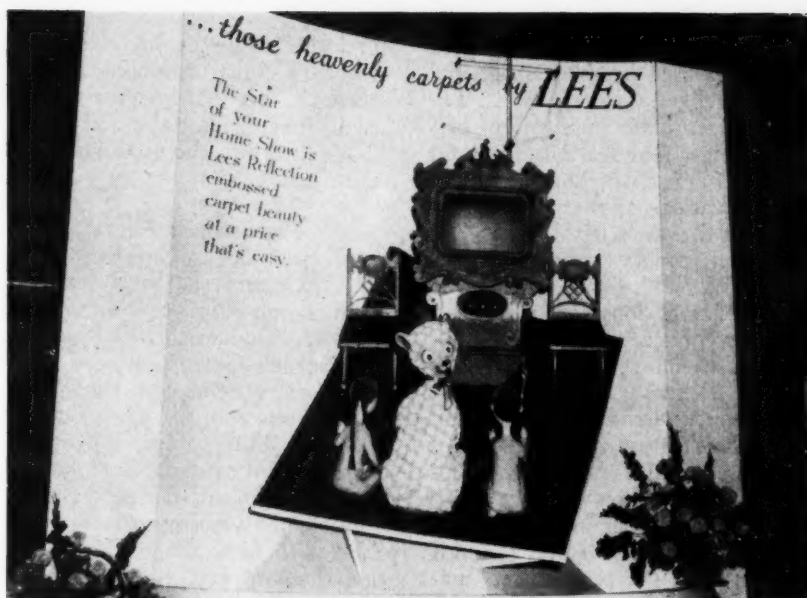
To equip their salesmen with full product knowledge, Lederle Laboratories Division, American Cyanamid Co., makes filmstrips that contain detailed information about each item in its line. The salesmen absorb these facts in initial group showings and have access to all films for private study and review. If they remember the facts these films teach them (The record shows they do.) they can answer any question any MD is likely to ask them.

These same product films have a powerful secondary use. They are distributed to medical schools, nurses' colleges, hospitals, and doctors' groups. Films on veterinary products are in demand by granges and 4-H clubs.

Films serve perfectly for launching a new sales campaign or effecting a quick change in sales strategy. In January, Lederle Laboratories evolved a new selling approach for its hundreds of representatives all over the country. The new plan was presented through filmstrips by the top executives of the company in six consecutive meetings in key cities. The comprehensiveness and continuity of the filmstrips assured that the message was the same in all meetings, and the total time consumed was 10 days.

The Mutual Life Insurance Co., New York, recently directed a new sales approach to a convention of its salesmen held at the Shamrock Hotel, Houston. Through filmstrips shown on a giant screen a new salesbook and specific instructions for its use were presented to 1,200 salesmen at the same time. Result: Mutual's salesmen could begin the new approach on the same day all over the country.

To add novelty to its film presentation, the Tax Foundation of New



AT A TRADE SHOW a film was cleverly adapted to a three-dimensional display by having it shown in a stylized television cabinet.



CHARTS AND FILMS were used side by side in a series of six meetings staged by Lederle Laboratories to make a quick change in sales strategy.

**BY RALPH BELL FULLER**  
President, Training Films, Inc.

York showed its story on a rear-view screen, six-feet-wide and eight-feet-high. The live narrator's shadow was thrown on the lower right of the screen by spotlight. He pointed out details of charts and graphs projected on the upper left of the screen.

Combining motion pictures with slides, an exhibitor at a trade show used a three-screen display in his booth. A motion picture was shown on the center screen depicting the operation of his product. The left and right screens showed slide-projected stills of the product and close-ups of its features.

Managers of chain drug and grocery stores are difficult to impress be-

cause they are constantly being subjected to promotional campaigns and advertising barrages. But one manufacturer of women's goods uses with great success a film showing proper display of related items for proved sales increase. This basic film is varied for each showing by sequences analyzing local sales potentials, showing actual photos of present displays in the chain's own stores, and demonstrates how to improve them.

The variable sequences are produced at little cost and have the effect of personalizing the entire film. Thirty-four versions of this film have been shown in the past two years and the campaign is still hitting pay dirt.



A variation of this personalized technique is used by several national magazines like *Collier's* and *The New Yorker*. These publications present coverage analyses and resultant effectiveness of advertising for various classifications of merchandise. In these cases the story is told with 2x2 slides which can be interchanged or supplanted at will.

James Lees & Sons Co., makers of "those heavenly carpets by Lees," uses film strips to show the various types of carpet it makes, the process of manufacture, sales and promotional aids and how to use them. The filmstrips are planned to serve many purposes. The same films instruct salesmen, serve at dealer meetings, and are purchased by retail stores for staff training. With the promotional material deleted, the same films are shown to prospective customers and

are also made available to schools, women's clubs, and home decoration classes. This multiple use can allow two departments, sales and sales promotion, to split the production cost of the films.

### Panoramic Filmstrip

A dramatic effect can be created with simple filmstrips and a heavy dose of imagination. Two years ago the Borden Co. presented a panoramic filmstrip at its annual convention. The screen was 3¾ ft. high and 15 ft. wide. Three projectors, each covering a third of the screen, were used and so synchronized that pictures occupying the whole screen or sections thereof could be shown. Designed for one showing and only for company use, this triplicate film received such attention and demand that it was

shown again and again during the following year and a half.

Borden's scored another hit this year by applying a novel twist to the end of a film which told the story of the sales power of the Borden name in one specific city. The plant manager was shown on the screen at the door of his office. The narrator coaxed him closer and closer to the camera until his figure filled the six-foot screen. At that point, the screen burst and the very much alive manager stepped through to give a personal message to a stunned and delighted audience.

The types of visual presentations and uses to which they can be put in meetings are virtually limitless. Modern techniques of production and modern projection equipment allow full scope to ingenuity. Effective presentations can be made on almost any budget—more effective, that is than can be made in almost any other medium for the same amount of money.

In planning a visual production, whether it be for the simplest and most direct presentation of fact to a captive audience or to attract and hold the attention of a wandering one, the first thing the wise film user determines is just what the film should accomplish in the minds of the audience. The other considerations are: (a) the size of the group; (b) the kind of people—salesmen, executives, children, public—that compose the group; (c) the physical conditions under which the presentation must be made.

### Budget Comes Last

It may sound inconsistent with practical business sense, but in planning a visual presentation the budget should be considered *last*. First, the presentation is planned as you would like to have it. You then might have to pare your ideas down and make a filmstrip do when you would prefer a movie, or you may have to settle for black and white instead of color.

By forgetting the budget until last, you gain a psychological head start in your planning. You allow your imagination to work unfettered by dollar-sign mental blocks. The good ideas that would make a color movie terrific can usually be adapted to some less expensive presentation.

Remember, it is not always the most expensive presentation that gets the best results. Hundreds of tricks can be suggested by your film producer to get the desired effect. If your story is presented visually, you can be sure it will have more wallop than through any other medium.



FRAMED BY GEAR of temporary TV studio setup in one end of Hotel Traymore's garage in Atlantic City, one of the 1952 Fords is televised for 1,200 Ford Dealers and salesmen gathered in the hotel's ballroom. Professional models demonstrated the cars.

## Unveil New Cars for Dealers Via TV

Ford dealers were given a product preview on television when they met in Atlantic City recently. The new Ford (Until then it had not made its debut.) was telecast from a nearby showroom and shown to 1,200 dealers on a 15-by-20-foot screen in the Traymore Hotel.

Over-all and close-up views were projected as the new Ford's sales features were described by a narrator in the meeting room. The studio for the program was set up in the garage of the hotel.

Four cars were demonstrated with the help of professional models. The

arrangements were made by the Chester Ford District, Ford Motor Company, to solve the problem of presenting the 1952 cars in a room that could not accommodate the cars themselves.

According to C. Gordon Johnston, district sales manager, the experiment proved more effective than the customary use of an on-the-scene automobile. "With TV we gave everybody a front-seat, close-up view," Mr. Johnston says.

An RCA theater television system was used for the closed-circuit transmission.

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1952



## Hotel Nacional de Cuba

HAVANA

- Largest and finest hotel of the Caribbean.
- Year round center for glamorous conventions and meetings that win enthusiastic applause.
- 550 rooms with complete convention facilities.
- Abundant low cost transportation.
- 2 swimming pools, La Arboleda night club.

## The Warwick

PHILADELPHIA, PA.

- Facilities to make your convention or meeting a great success.
- AIR-CONDITIONED Public Rooms, Restaurants, Meeting Rooms and Sleeping Rooms.
- 700 bedrooms and unusual number of meeting rooms.
- Ballroom accommodates 500 for meetings.

## The Warwick

NEW YORK, N. Y.

- Facilities to make your convention or meeting comfortable and successful.
- AIR-CONDITIONED Public Rooms, Restaurants, Meeting Rooms and Sleeping Rooms.
- 550 bedrooms and an efficient layout of well equipped meeting rooms.
- Ballroom accommodates 300 for meetings.

Please Address Convention Sales Department,  
The Gotham, New York 19, N. Y.

## Kirkeby Hotels

NEW YORK  
The Gotham  
Hampshire House  
The Warwick  
UPPER SARANAC LAKE, N. Y.  
Saranac Inn

PHILADELPHIA  
The Warwick  
CALIFORNIA  
Beverly Wilshire  
BEVERLY HILLS  
Sunset Tower  
HOLLYWOOD

CHICAGO  
The Blackstone  
MIAMI BEACH  
The Kenilworth  
HAVANA  
Hotel Nacional de Cuba  
PANAMA CITY, R. OF P.  
El Panama

MEET "down South"  
IN

# MEMPHIS

COMPLETE  
CONVENTION  
FACILITIES

MODERN  
ATMOSPHERE  
AIR-  
CONDITIONED  
COMFORT



AIR-CONDITIONED  
MEETING ROOMS  
SEAT CAPACITY  
25 TO 650

DINING & DANCING  
NIGHTLY  
\*EXOTIC  
\*BALINESE ROOM  
\*MAGNOLIA ROOF

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M. P. MATHEWSON  
SALES DIRECTOR

# 10 Ways to Get a Meeting Started on Time

You can't just sit and hope delegates will show up at the hour your meeting is to start. You must offer some inducements for promptness, must improve program management,

The property of matter whereby it remains at rest or continues in a uniform motion unless acted upon by some outside force, is not a subject for physicists alone. The arrangements chairman of any convention must tackle the inertia problem. Delegates tend to remain where they are when they should be heading for the next session. Applying the outside force to get them into the next meeting, the chairman has a real challenge.

What forces will operate on a body—body of delegates, that is—to move them in the right direction and on time? There are at least 10 effective "forces."

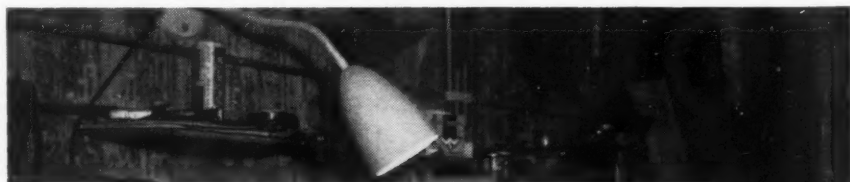
**1. Tell 'em:** In all advance notices of the meeting, tell prospective delegates that all meetings will start promptly. Put the session hours in bold-face type prominently on all program books, announcements and bulletin boards. Announcements over the loud speakers 15 minutes before each session helps to stimulate promptness.

**2. Start on time:** After you have done a thorough job of telling dele-

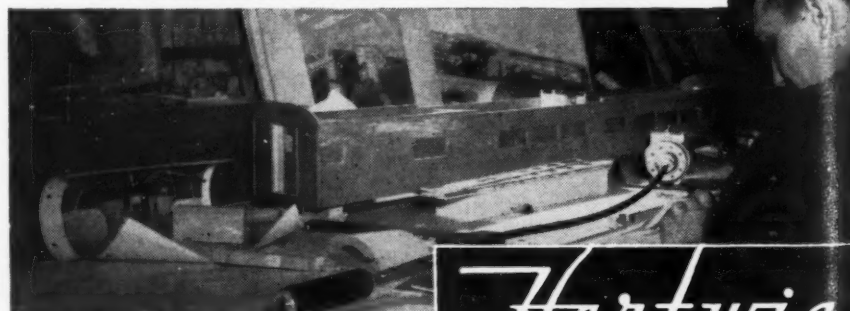
gates to be on time and have given full vent to your imagination in thinking up stunts to induce them to be prompt, then start promptly! Missing something is the penalty of being late.

**3. Stay on schedule:** You've told them sessions would start promptly; your session did open right on time; now, stay on time! Don't defeat your fine start by allowing the first session—or the second, or third—to run over the time allowed. Advise speakers in advance that meetings will start promptly and tell them exactly how many minutes they will have. Warn them that they will be cut off if they go over the allotted time because "it is unfair to the speakers who are to follow."

**4. Stimulate interest:** Try to have something doing in the meeting room before each session so delegates are in some small way rewarded for coming early. Small exhibits around the room or some special literature available for them to look at will help. Some associations have off-stage announcers read a summary of the late



... we've been workin' on the railroad



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*Hartwig*  
**DISPLAYS**  
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world news about 15 minutes before meeting time.

**5. Big-name speakers first:** Nothing gets delegates into a meeting on time like a speaker they want to hear being on early. Instead of saving the best part of the program until last, put it on first. When delegates know that the best is last, they have no incentive for being early. It need not be a speaker, but some special award, ceremony or other event that has a high audience appeal.

**6. Serve breakfast:** A great lure for starting off early and on time is a breakfast session for "early birds." You can double or triple first session attendance by making it a breakfast session.

**7. Break bottlenecks:** Don't make delegates stand around for anything. If you anticipate registration problems, make sure there are plenty of registrars on hand to keep the pace moving swiftly. If banquet seating is always time consuming, arrange for a more efficient seating and placement system. Plan every need thoroughly from easel charts and blackboard chalk to small change at the registration desk. Keep all services moving at a fast pace and the delegates will pick up that spirit.

**8. Eliminate conflict:** See that special parties and get-togethers do not conflict with the regular program. Seek cooperation from delegates and exhibitors in scheduling their shindigs when delegates will not be delayed or taken away from the main program. One way to get delegates together for the main banquet is to schedule a reception immediately before. The reception cocktail before dinner will draw the delegates in time for the big banquet.

**9. Start banquet with something special:** If the reception cannot be planned before the banquet, try another device. A march to the head table or a pageant of some kind has been used successfully. If the group has some special ceremony, start the banquet with it.

**10. Keep the delegates in mind:** The scheduling of all events should coincide with needs of delegates. If transportation facilities do not bring a bulk of the delegates into the city until noon, don't plan a morning session. If most trains and planes leave early, don't plan late events. Don't plan an early morning session after a late reception the night before.

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THE **Casablanca**

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Managing Dir.

ON THE OCEAN AT 63RD STREET



## Harvester Says It Pays...

... TO TIE THE FAIR EXHIBIT ... into promotion that will be remembered when customers enter the shops of dealers. See the big IH trademark forming the exhibit entrance, and the pylon to the right? These are the simulated trademarks which decorate the dealers' doorways in 2,000 cities across the country. No one can mistake the sponsor of the big-top show.

## What Harvester Has Learned about Pulling in Crowds at the Fair

Out of a hundred years' experience, IHC concludes that the predominantly rural audience never fails to react to demonstration. "Give 'em, too," they say, "relief from the heat, a little entertainment—and a place to sit down."

**BY M. F. PECKELS**

*Manager, Consumer Relations Department  
International Harvester Co.*

International Harvester Co. and the smaller pioneer manufacturers whose early efforts developed its integrated parts, have displayed their wares at fairs for considerably more than 100 years. There are no indications that we will give up and get out of fairs at any foreseeable day. The public still comes to our exhibits by the hundreds of thousands—in fact, by the millions each year. Fairs, in short, are an established element in IHC's promotional program.

This is true in spite of the fact that an implement manufacturer can never know the exact results of any fair-exhibit program. He has to estimate his possible profits on the basis of reason and logic, perhaps some faith and hope.

There is an important difference between an implement display and

the kind of display which makes cash sales on the ground. The popcorn wagon, hot dog stand, and most other concession operators know exactly how much money they made or lost the moment the fair closes its gates.

With the implement manufacturer, it's another story. He may spend from \$10,000 to \$30,000 for a week or 10 days showing at a fair, but he will never be able to "audit" his returns. Usually there is very little attempt made to close sales on the fair ground. It is not feasible for a number of reasons. Farmers don't come to the fair to buy tractors or machinery. They and their families come for fun.

True, they are very much interested in machine exhibits. They are glad to look over the displays, study the new improvements, and probably tuck away in their memories some

facts and ideas that will influence them later when they make a buying decision. Furthermore, nearly every sale of a tractor or large implement involves a trade and there is no way to appraise a trade-in machine without seeing it. If a manufacturer determined his fair policy on the basis of sales actually made on the grounds, he would never take space at all.

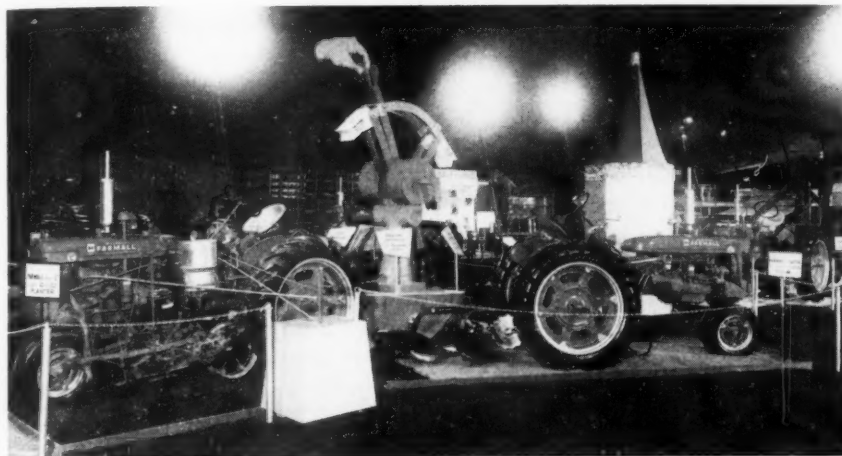
Fairs originally were slanted exclusively to the rural audience. Farm people entered their prize live stock which included hogs, sheep, cattle and horses; their turkeys, geese, ducks and chickens; their prize corn, pumpkins, cookery and needlework. Other farm folks and townspeople who did not compete attended the fair to look over the displays, note who won the ribbons, and comment on the intelligence of the judges.

The predominantly rural attendance was the original factor that influenced implement men, both manufacturers and dealers, to spend the money necessary to build displays worthy of attention and which would stop the crowds. Exhibiting tractors, combines, cotton pickers and other varieties of huge machinery poses problems not found with other products. A tractor, or a combine, or a corn picker *standing still* is one of the duller objects imaginable. Its purpose is not even apparent to the man who has never seen it work. As for





... TO USE FAST-ACTION DEMONSTRATION ... like this one devoted to food freezing. The crowd is assembled by the romantic old technique of using a vaudeville show barker. Once attracted, the crowd listens to a home economist describe food-freezing techniques. She gives a demonstration of food preservation by freezing.



... TO BRING INTO EXHIBIT ... props which overcome the handicap of not being able to show a plow or tractor and other farm implements under actual working conditions. Here is an over-size device, which moves and attracts attention to "finger-tip control" of the tractor, brings field conditions into showroom, makes impressive display.

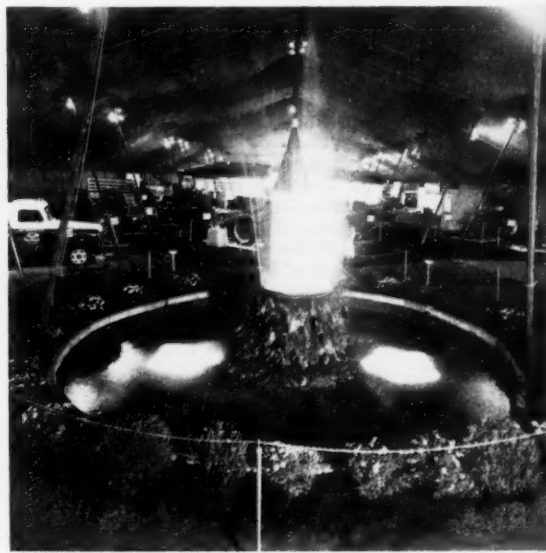


... TO REMEMBER THE BUNIONS ... and provide good seats, and plenty of 'em. If chairs are placed facing a demonstration or sales talk, like this, it's all the better. The typical state fair crowd comes to meetin' in shirt sleeves and blouses—'cause it's hot. Why not put 'em in the shade? Harvester put 'em in chairs and shade.

the farmer, if he wanted to see a farm machine standing still, he could do so any day by strolling around his own place. So it is doubtful if he would get much thrill out of it.

There is only one sure way to arouse genuine interest in a farm machine exhibit and that is by actual demonstration. Tractors and machines can't be operated in a natural manner on the fair grounds because there is not enough space. Crops are not available and genuine operation under natural field conditions is out of the question. Therefore the manufacturer has to do the next best thing to create eye appeal and draw a crowd. He buys or builds unusual backdrops and display material. He jacks up the wheels and operates the mechanism by means of electric motors. He mounts a new tractor, or new model machine, on a turntable and spotlights special exhibits with big floods. All this costs money—and lots of it.

Another thing that increases the cost of farm machine displays at the fair is the fact that the special backdrops, devices, moving exhibits and display units have to be taken to the fair in a dismantled condition and set up on the spot. After the fair ends all this has to be taken down and re-created for shipment elsewhere. Insofar as is possible, our displays are built so that they can be used at more than one fair, and shipped from place to place. Since many of the larger fairs are running simultaneously, this is not always possible and so it becomes necessary to build duplicate displays.



... TO USE GOOD PSYCHOLOGY ... Example: Moving water makes August seem more like September. This fountain attracts hundreds of fair-goers.



# TEX is some SALESMAN



**T**.....

Tex, personifying the State Fair of Texas, sure is some salesman. And his customers are loaded, pardner. They flock with open minds and full pocketbooks to the state fair at Dallas from every corner of the vast, rich seven-state area that is the Dallas Southwest buying market. There were 2,320,129 of them at the nation's largest annual exposition in 1951. They'll come again to see what's new at the 1952 State Fair of Texas, October 4 through 19.



Write Today for Brochure

## State Fair of Texas

**JAMES H. STEWART**  
Executive Vice Pres. & Gen. Mgr.  
DALLAS 10, TEXAS

International Harvester usually shows at fairs in a large tent. It may be from 200 to 300 feet long and from 80 to 100 feet wide. No attempt is made to show each individual machine and model made by IH. Rather, we try to spotlight whatever is new for that particular year. Again, of course, we would not think of featuring cotton picking machines in the North any more than we would show logging equipment in the plains states.

If we are bringing out a new line of refrigerators, for example, we put in a big exhibit of the new cabinets and try to inject some action that will draw crowds. We have found that food freezing demonstrations under the aegis of a competent home economist will draw large crowds of people, especially women. These demonstrations are staged in as spectacular a manner as possible and are short and snappy. We believe that is the way to hold the audience.

*Demonstrations of all kinds draw crowds. People like to see action, and while it is difficult and expensive to simulate action when showing a big machine, the attention we get justifies the cost.*

### The Things That Count

International Harvester has found through long experience that good will and approval can be gained by such simple devices as comfortable chairs, plenty of benches, and cool drinking water. Folks soon get tired at a fair and will sink into the first comfortable seat they encounter. If such a seat is located in the Harvester tent, there is a chance that the person's memory will revert later to our display with pleasant and friendly recollections.

We also make it a practice to provide certain types of audience participation displays. With these the person passing by can operate the device by pushing a button or moving a lever. The average person likes to play "engineer" and make the wheels turn. This works to our benefit because the device is operating and wearing out only when someone decides he wants to see it work.

There is something restful and soothing about moving water. We have gone to considerable expense at larger fairs to provide fountains which send up a constant spray which is pleasing and in happy contrast to the usual scorching temperatures that prevail during the "fair months." This is especially true in the farm belts of the Central West which are away from blue lakes and streams.

Restful music is a great help, too. It seems to soothe crowds. It is our

custom to keep music of the popular variety going most of the time. For this we generally use loud speakers connected with a record player. At some of our fairs we employ live talent for entertainment at stated intervals. Music is a good "stopper" in that it causes the footsore and weary to halt and rest.

Our attendants, those who man our exhibits, are for the most part drawn from our own people. Salesmen, service men and sales engineers, chosen because they are well informed on machinery and farm practice, are available to answer questions and discuss agricultural problems competently. We also maintain an adequate information booth where questions are answered, packages are kept for visitors, and where our miniatures are sold.

### Something for the Kids

International Harvester has offered for sale through its dealer organization for a number of years an assortment of product miniatures made of plastic and steel which reproduce faithfully several of our better known machines such as tractors, plows, trucks, spreaders, wagons and harrows. These are very popular and sell in large numbers at prices representing approximately cost to the company.

One thing that is giving International Harvester some concern is the fact that the "rural appeal" seems to be diminishing at some of the larger state fairs. The carnival spirit appears to be growing. In some cases the choicer fairground locations go to the rides, shows, restaurants and pitchmen. The fair becomes a place of entertainment exclusively and the information and instruction, formerly expected of the more serious exhibitors, is pushed into the background.

International Harvester formerly exhibited at a large number of fairs. Recently our list has been reduced to include the big state fairs such as at Columbus, O.; Indianapolis, Ind.; Springfield, Ill.; Des Moines, Ia.; Minneapolis, Minn.; Dallas, Tex.; Eastern States Exposition, Springfield, Mass., and the Iowa Dairy Cattle Congress, Waterloo, Ia. We have attempted to do a first-class job at these well attended fairs rather than to spread our budget over a large number of points.

We believe our retail dealers who are located where there are first-class county fairs can reasonably be expected to take space and exhibit machinery. Frequently two or more

dealers can combine in an exhibit at a county fair if it covers an important area. They know it pays to keep their names and the lines they represent prominently before the buying public. Familiarity with a product makes sales easier.

We know that times and techniques in selling farm equipment have changed materially since the turn of the century. Newspapers, business papers, farm papers, radio and now television have made fast gains as advertising media. They all are to be reckoned with.

In spite of all these, however, we who sell International Harvester machinery know that the sales of farm machinery are made at these points: First, on the farm; second, in the dealer's place of business. We know that if we are going to sell to the lumberman or sawmill operator our

salesman must meet him in the camp or in his office in a preponderant number of cases. The earth-moving contractor, if a big operator, will be sold in his office; if a small contractor, often on the job or in the dealer's store.

Men may learn about machines at the fairs; they may read about them in newspapers and magazines; they may hear of them on the radio, but it still takes a salesman to make a sale. Coupons may get leads but rarely is a check pinned to a coupon. Fairs may give us, for our dealers, first-class leads, but until the salesman gets to the prospect little else happens.

To summarize: At our fair exhibits we try to offer product information in palatable form, to project a feeling of helpfulness, to keep our name alive in the minds of potential buyers.

## Order-Book Registration

The Marking Device Association takes the salesman's view of the problem of recording convention registration information and uses the salesman's solution: an order book.

Instead of the convention registration card, the Association has order books printed with original and duplicated copies padded in books of 50. Carbon paper is included in each book and the registration order slips are numbered serially.

Four advantages are claimed for this system over any other: 1. A carbon of each registration is effected which can be used by the delegate for his expense account records. 2. Numbering serially gives a running current check on attendance. 3. The order blank reduces lost registrations to a minimum and keeps them from getting mixed up. 4. Simplifies handling advance registration. The original order goes in the file and the duplicate is given to the registrant with the convention badge.

The form, like a real order blank, lists the items down the left side for which the delegate is required to pay. The price of each item plus a space to note the cash received is on the right side of the form.

General information on the form includes the name, firm and address of the delegate, room number and whether accompanied by wife.

"We have found this system, after three years' trial, to be just about as perfect as I think any registration system can be," says Elmer F. Way, secretary and general manager of the Association. But, not unmindful that a human endeavor can be improved, Mr. Way wants others to try the system because "we may succeed in digging up some improvements for which we will all be grateful."

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**Tom L. Powell, V. P. & Gen. Mgr.**  
**THE PLAZA**  
**SAN ANTONIO, TEXAS**

# Stunts to Spark a Session

A clearinghouse of ideas to add spice to meetings and force to communication

## A Buck to Remember

To stage an inspirational sales convention is one thing; to have the salesmen remember the meeting and its theme is quite another. L. D. Horsman, regional trade sales manager, Finishes Division, E. I. du Pont de Nemours & Company, submits this account of an effective stunt designed to have the recent annual sales meeting remembered:

During the meeting, the salesmen were told to stand and put their chairs upside down on the tables in front of them. (Secretly thumbtacked to the bottom of each chair was a crisp, new dollar bill.)

"This dollar is yours," the salesmen were told. "Fold it neatly—put it in your pocket or somewhere separate from your regular money. Carry it with you throughout the year. Use it as a reminder of this meeting—and always remember how you got it. *To get a buck you must get off your seat!*"

## "Strike" for Promptness

The time-honored problem of getting delegates into a meeting on time was tackled by the Automobile Dealers Association of Alabama this way:

A bellboy was decked out with large placards on chest and back declaring "UNFAIR" in large, bold letters. The bellboy "picketed" all the halls and public rooms in the hotel. Groups of delegates who became curious about the "strike" discovered this notation in small print under "unfair": "To our speakers. Be on time in the auditorium." Most of them were, too.

## Match-Light Drama

A simple to stage and somewhat dramatic stunt to point out the value of teamwork was used at a convention recently. The speaker stressed the importance of individual effort as contributing so greatly to final results. He struck a match and held it as the lights in the banquet hall were turned off.

"You'll note," he said, "that this small light—like the extra little effort made in your regular work—

seems to make very little difference in this room. Now, when I count three, I want each man to pick up the booklet of matches in front of him and strike a match. See the difference," he said as the ballroom literally glowed with the light of the many matches. "When we individually put out a little spark of extra effort, the combined glow brightens the entire sales picture."

## Commercial Hypnotism

For less than \$300 a company can almost dominate an entire convention as did the Elgin Watch Co. at the Tri-State Jewelers convention in Baltimore. The company put on a 90-minute show for delegates and in return for the entertainment was given a plug in the program book and was allowed to hang a large banner announcing the free show.

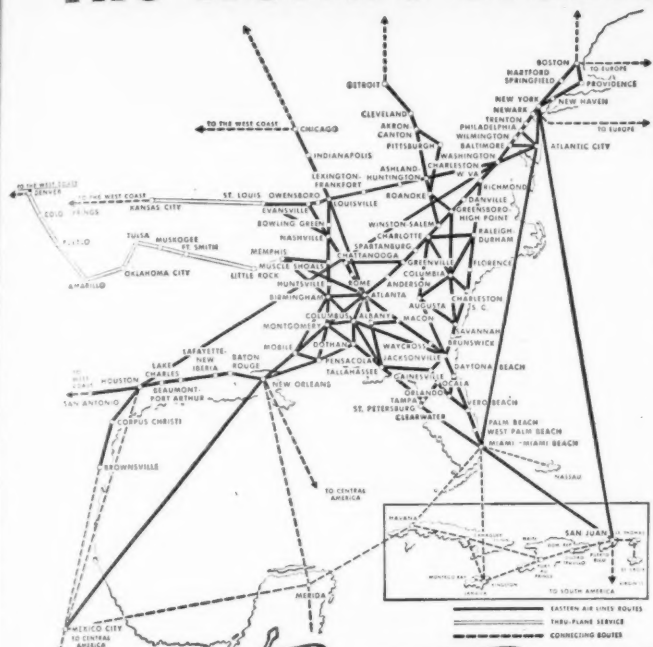
The show consisted of an entertaining demonstration by Hypnotist Howard Klein who had members of the audience volunteer to be hypnotized. He told one subject to act as salesman and sell a very tough customer an Elgin watch. The subject thereupon worked feverishly, recalling every piece of Elgin promotion and advertising he had ever seen, in an effort to sell the imaginary customer. It was fun for the audience to watch and it stressed the merits of the product. (By hypnosis almost anyone can be made to recall all the facts he has ever known or seen on a particular subject.)

Another plus in the program was gained for Elgin when Mr. Klein told several subjects under hypnosis that after they were awake and in their seats, they would find the seats unbearably hot when he said the word "Elgin." Thereafter, whenever the hypnotist used the word "Elgin" on the stage, the subjects, although no longer in a trance, did jump from their seats.

During the remainder of the convention, everyone shouted "Elgin" at least once or twice at the former subjects of the hypnotic suggestion. Of course, it was only the hypnotist's voice saying "Elgin" that could evoke the "hot seat" response, but the shouts of "Elgin" became a standard gag for the whole meeting.



# The World's Greatest Meeting Places are served by **EASTERN Air Lines**



Planning a convention? Whether it be in New York, Chicago, Atlantic City, Miami, Cleveland, or almost any other great convention city, Eastern is the airline to serve your convention needs.

Eastern flies to ninety key cities—practically *every* city where conventions, trade shows and expositions are held. Furthermore, Eastern *specializes* in this type of business, has an entire department devoted to helping convention and sales managers with their transportation and shipping problems—and with building attendance.

Let us hear from you if you're planning a meeting. Write to Eastern Air Lines, Convention Department, 10 Rockefeller Plaza, New York 20, N. Y.

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Willard M. Rutzen, *General Manager*

**HOTEL MORRISON**

**MADISON AT CLARK  
CHICAGO**





"YOU MANAGEMENT MEN are all so sweet to each other behind a mike . . . let's see you draw weapons and disagree for a change." That would be a novelty.

## 10 Ways to Liven Our Dead Sales Meetings

We herd the boys into hard seats, coop 'em up for hours at a time, talk 'em to death, and ignore both their own sound ideas and their gripes. Then wonder why they don't learn.

Some day, we'd love to see a sales convention in which the *salesmen* sit up on the *speakers' platform*!

Down in the audience would sit management executives, line executives, junior executives, media representatives and agency men!

And for three days the salesmen would do the spluttering and the muttering, the shouting and the warning, the stimulating and the cautioning, the brow-beating and the pleading. Yes, for three days the salesmen would return—with interest—the persiflage and palaver with which they have been inundated at sales conventions for 10 these many years.

It would not only be sweet revenge but might even be instructive to that stellar audience.

It might be instructive because executives would see themselves as

salesmen see them at sales convention time. Should we call it a "worm's eye" view of conventions? Yes, we should—because Mr. Salesman is treated like a worm at too many sales conventions.



A DREAM WORLD, it's true, but it's fun to think about . . . a meeting where management listens while the salesmen talk. The brass might even pick up an idea.

Is this true of *all* sales conventions? No.

Is it true of many? Maybe the majority? Yes.

Can convention programs be arranged so that the convention really accomplishes what it should accomplish? Yes.

Do we have a formula? No. We wouldn't use one. Salesmen and sales organizations vary. So do sales convention objectives. A lot of variables and a single formula make a poor combination.

But, we think there is an approach to sales convention planning that makes horse sense for many, if not most organizations. Our surveying instruments are all set up; let's survey that approach together:

### Ten Good Tips

**1. Limit formal speeches:** A maximum of four hours daily—three would be better—should be set for formal speeches. Remember, it's not how much you communicate that counts; it's your salesmen's ability to absorb that is the determining factor.

**2. Half-hour limit on talks:** It takes a darn good speaker to hold the concentrated attention of an audience for more than a half hour. Few speakers at sales conventions are silver-tongued orators. Moreover, even polished speakers can't hold an audience for over a half hour when they've been preceded by one, two or five hours of half-trained, half-armed, and sometimes blame near half-witted speakers.

**3. Speeches in writing:** All talks should be written in advance—at least in note form—and somebody with authority should be empowered

Condensed from *Grey Matter*, Feb. 15, 1952, published by Grey Advertising Agency, Inc.

# Convention facilities at the Jefferson

check  
these  
advantages  
---then  
decide

## 1 UNEXCELLED LOCATION

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The Jefferson's air-cooled convention hall seats 1022 delegates with banquet space for 880 guests. Numerous committee rooms are available for any size meeting with complete privacy in all. Television and radio facilities, a modern amplifying system, plus a large stage and the newest movie cameras provide versatile equipment for any occasion.

## 3 EXPERIENCED STAFF

A well-trained convention staff will handle all details of your convention needs within the hotel, such as rooms for delegates, banquet arrangements, committee rooms and meetings, and decorations and setting up of merchandise displays. No detail will be overlooked to make your convention or sales meeting a gratifying success.

## 4 EXCELLENT ACCOMMODATIONS

The Jefferson Hotel and Convention Hall has every accommodation for a modern streamlined convention or sales meeting. Four hundred and sixty-eight comfortable rooms in The Jefferson and its sister hotels The Monticello and The Boscobel are available to house delegates in the shadow of the Convention Hall. No taxis or private transportation needed.

## 5 COMPLETE SERVICE

The same courteous, efficient service that has made The Jefferson a byword for fine hotel accommodations is extended to convention guests and delegates. The identical cuisine of The Jefferson prevails for banquets, luncheons or parties prepared and served at all sales meetings and conventions.

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- Perfect Exhibit Space
- Numerous Meeting Rooms
- Comfortable Modern Coffee Shop



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**Mural Room**

FENTON J. BAKER  
General Manager



to "call time" when the time limit is exceeded. (The speakers may not like it, but the salesmen surely will.)

**4. Break between speeches:** Five to 15 minutes should be allowed between every talk. That's not only for human needs but so the men can talk among themselves.

**5. Participation:** Please, *please* permit the salesmen to participate. Give them time to participate after every

talk, or after every second or third. Encourage them to participate. Permit them to submit questions in writing—unsigned if it will put them on the spot.

**6. Let them talk:** Why not have at least one salesman get up before the lectern and talk each day? Ever hear of a salesman who didn't like to talk, wasn't a bit of an exhibitionist or maybe a bit of ham?

**7. Get their suggestions:** You



NO COUNTER-MEASURE is too brutal for the speaker who has no terminal facilities. We need more tough chairmen.

won't be able to use perhaps more than two or three, but let the salesmen make suggestions in advance regarding some subjects they would like discussed. Their suggestions may be darn good.

**8. Cut statistics:** Orally given, statistics don't even go in one ear to go out the other. Use visual aids.

**9. Limit coverage:** There is just no sense in covering a subject exhaustively; it's too exhausting. The more statistics, the more technicalities—the more slumbering salesmen.

**10. Sleep problem:** Some sales executives object to the use of slides because as soon as lights go out, the men go to sleep. Those same men are asleep, even though their eyes are open, when the lights are on. Half-open eyes hardly guarantee a fully-open mind.

A bit of amusement should be spaced throughout the meetings—not solely at the wind-up smoker. And, during the serious part of the meeting, be believable. Salesmen are submerged in more strains on credulity during sales conventions than is the public when exposed to cigarette advertising. And, brother, *that's* strain!

It's astounding how many meetings

## Are your Salesmen driving around in Cadillacs?



**ISN'T it just as sensible to use Capex prefab exhibits as it is to furnish salesmen with cars that are low priced and economical to operate?**

You'd be surprised how many *big names* are among the over 500 companies sharply reducing their show costs by using

### Capex prefab exhibits

Your company letterhead will bring you the story on how the Capex method of creating exhibits bypasses conference delays and art costs—and our portfolio of stylish exhibits priced from \$167.50 up—custom built to meet your requirements.



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Florida's perfect atmosphere of relaxation . . . Florida's finest facilities . . . Florida's largest, most complete resort hotel . . . plus trained help in staging and programming. Your selection of this hotel is automatic assurance of success from the standpoint of business . . . and pleasure!

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- ★ 550 all-outside Guest Rooms.
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For complete details, write L. E. AMES, Convention Director

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## UNIFORMED GUARDS FOR CONVENTIONS AND TRADE SHOWS (Supervised Service)

**THE KANE SERVICE**

510 N. DEARBORN ST. (10) • CHICAGO  
MOHAWK 4-6181 • EST. 1911

are held in poorly ventilated rooms—calculated to put men to sleep even though an Egyptian dancer stages grinds and bumps. And the seats—get them comfortable!

Steer clear of holidays in planning meetings. Salesmen can be hauled in physically for a convention during a holiday, but their minds can't be brought in. Hardly seems as though the carcass is worth the transportation and all the other costs.

If there are any stand-out humorists among the salesmen, put them on the platform; anyone labeled "teacher's pet" should be kept under wraps—they're poison!

When you bring in a couple of distributors to talk to the men, make certain that they are given the freedom to talk plainly—and that they use that freedom. No coaching—please. We've heard good accounts give bad accounts of themselves at sales conventions by acting like the spitting image of management.

If you show exhibits, arrange them so that they are visible from the floor. It's surprising to find how many sales departments will cheerfully spend thousands to bring the men in and then refuse to spend a few hundred dollars for exhibits, displays, etc., that can be seen by the assembled men without eye strain.

Your treasurer can read charts at a glance; so can any passing economist (Keep them passing—economists and salesmen mix like oil and water.); but salesmen, likely as not, will see only pies-in-the-sky when they look at the run-of-the-mill pie chart. Humanize the charts; give 'em sex appeal.

Now, for some final convention tips. Management and line executives should stop bowing to each other up there on the platform. A bit of a fight would be more appreciated by the men. There is too much (apparent) total agreement. Just a touch of disagreement—even if it has to be staged (which is seldom quite necessary) would make things more believable and tolerable.

Keep anybody off the platform who doesn't have a message. We know that *that* is easier said than done. Too often the speaker is picked by title, not by message.

If a meeting is built around a

single theme, make sure that the theme is important enough for the total time and total list of speakers allotted to it. Quite often the connection with the theme is mercilessly stretched to get a speaker, or his speech, under the wire. Moreover, one theme for two or three days is apt to get a bit wearying.

When salesmen participate, send them a transcript of what was said. We all love to see our remarks in type. And an abbreviated report of

the proceedings (perhaps serially) should be sent, too. Salesmen aren't note-takers. If they were, they'd miss what was said while they were taking notes.

Above all, the sales convention requires democratic freedom of expression by the salesmen. We've seen more give-and-take at meetings between management and representatives of shop foremen than at meetings between management and salesmen. Why?

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**BREAKDOWN CRISIS:** One act in the pantomime sequence stressed the research and design experience which qualify Westinghouse engineers to give fast and efficient service when machinery fails.



**ON THE OTHER HAND,** when machines must go out of the factory for service, one of Westinghouse's 36 repair plants is almost always within reach. Even this kind of sales idea can be told in pantomime.

## So You Want a Brand New Idea For Your Next Trade Show Exhibit?

Maybe pantomime is the answer. Westinghouse tested it at the Materials Handling Exposition, found it tops in interest value. Playlets were written and staged to stress specific services or specific sales points of technical equipment.

Pantomime, one of the oldest techniques in showmanship, is a new medium for effective display and presentation of a product or sales story at trade shows. The use of pantomime was conceived because of limitations at trade shows upon the use of sound and the like.

This technique was first used by Westinghouse Electric Corp. at the 1951 Materials Handling Exposition, Chicago. The fine audience acceptance was evident. However, there were definite fallacies in traffic pattern and planning of the exhibit area. These caused an overcrowding of the area and allowed insufficient opportunity for specific customer contact.

Profiting from this experience, Gardner, Robinson, Stierheim & Weis, Inc., display designers and builders, suggested that the show area be segregated from the sales area at the Plant Maintenance Show this year. This was most effective and is a

"must" for future application.

Westinghouse's use of pantomime evolved from the suggestion of a sales manager that a "peep" show be used at the Materials Handling Exposition. Because this technique had been tried with rather mediocre results by others, P. H. Grunnagle, advertising and sales promotion, suggested that something be tried along the lines used by five-and-ten-cent stores that have a pantomimist in a window.

The first operation in planning the pantomime was to get Westinghouse's story concerning the features, messages and all other pertinent points to be presented, down on paper. Then through the co-ordination of script writers and staff artists of GRS&W, an over-all outline of the stage, properties and script was developed.

Periscilla Dodge, a professional pantomimist, was called in after the initial plans were set. The timing and

routine for the individual sets were her responsibility.

Upon completion of all the physical properties, Miss Dodge put on a rehearsal for Westinghouse's final acceptance. After approval, she immediately went to the show city to select professional talent. The policy set for talent is to use professional models whose appearance and ability are the best obtainable.

Miss Dodge found it necessary to interview between 50 and 75 individuals over a period of three or four days in order to select seven girls whose appearance and talent fit into the prepared pantomime scripts.

Two days before the actual presentation at the show, rehearsals with actual props in the exhibit space gets underway for the models.

The major considerations necessary for effectiveness of the pantomime technique were found to be:

1. A pantomime "barker" to aid in traffic control.
2. Proper space selection which provides an area for the handling of off-stage props and the movement of personnel.
3. Facilities for personnel to change costumes and rest since pan-



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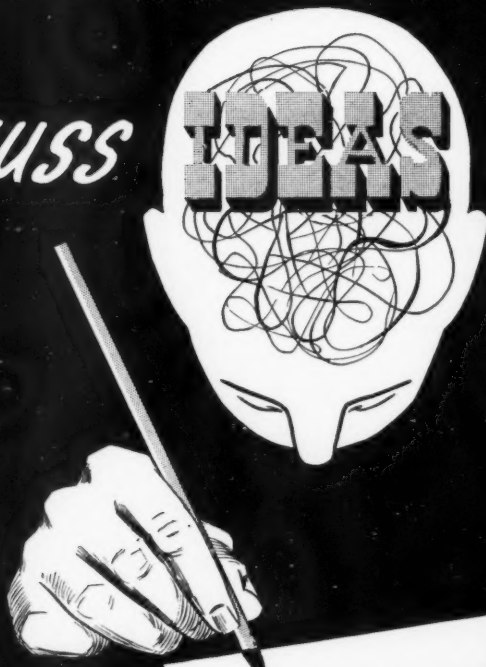
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STRAUSS DECORATING AND EXPOSITION COMPANY, INC.

tomime is a very demanding medium with almost constant action required.

The pantomimists are required to observe rigid standards: Models are not permitted to appear in stage costumes either in the exhibitor's or any other booth at the show. While sex is recognized as an attractive element, it is kept down to a dignified and reserved status. Costumes were designed for the trim figures of the models to aid rather than detract from the effectiveness of the Westinghouse story and its presentation. The most important contribution that the pantomimist makes to the

scene is through facial expressions and hand motions.

The prime advantage of pantomime to Westinghouse, according to Mr. Grunnagle, is that it attracts crowds at the show.

A second advantage ascribed to the pantomime medium at a trade show is that visitors are more inclined to remember the name of the firm that sponsored it because of the rather unusual presentation. Experience shows that a lasting impression is created through the medium. The popular use of pantomime in television might aid in its general appeal in an exhibit.



**Move  
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Crating adds expense and delay to any trade-show exhibit — adds nothing to its salespower! Ship the swift, careful way... call your local North American Van Lines Agent. Use this superior service, too, in moving office equipment or household goods of transferred personnel. Get cost-saving "Survey Service" estimate. No obligation.

**Call Your Local North American Agent!**

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**AMERICA'S LEADING LONG-DISTANCE MOVING ORGANIZATION**



Dept. SM-4, Ft. Wayne, Indiana

There is a noticeable difference of interest within the booth area when for any reason the pantomimes are not operating. While the pantomimes are on, almost everyone approaching the exhibit is attracted; when they are off, only those interested in the displayed products remain or enter the booth area. At the Plant Maintenance Show, Philadelphia, the Westinghouse salesmen were enthusiastic about the number of people the pantomime drew into the exhibit portion of the booth where they could talk to those really interested visitors.

Sales points are clearly defined in a pantomime. Each of the three pantomimes at the Westinghouse exhibit endeavored to show few, but strong, selling messages, thus rendering a better chance for the onlooker to remember the points that had been highlighted. The center cubicle (The three pantomimes were in separate cubicles.), facing the main entrance of the Plant Maintenance Show, used Day-glo coloring for props and costumes.

In addition to keeping messages short for greater retention value, simple, direct messages in pantomime keep properties to a minimum. It makes it easier to train the pantomimists and keeps the scenes short on each stage. The pantomimes were limited to about three minutes. Each skit required two girls.

#### Hostess Guides Audience

Traffic flow was cleverly handled. The cubicles were recessed in an elliptically shaped display. The first pantomime was in the center cubicle. After it was finished, the curtain closed and the hostess directed the crowd around to the cubicle on the left. The curtain opened on this skit and when it finished, the hostess lead the audience around to the third pantomime.

Lighting in the cubicles is exceptionally bright, and vivid, contrasting colors are used for the props.

Although pantomime is certainly not the least expensive medium to tell the sales or product story at a trade show, it has proved to be highly effective. It has message impact on a mass audience which normally is difficult to impress.

**Sparkling Entertainment**

for your

**Sales Meeting**

**Jerome and Roberts**

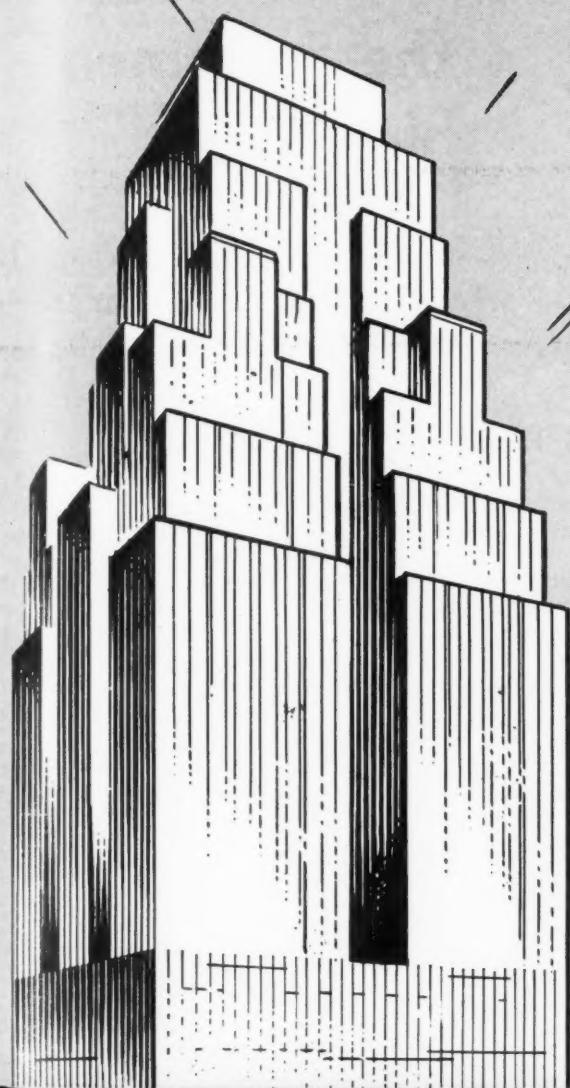
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## NEW YORKER

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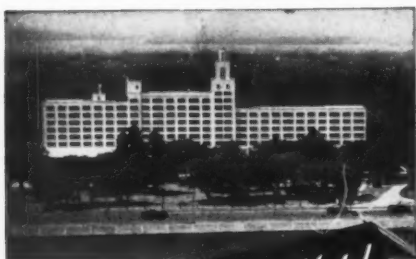
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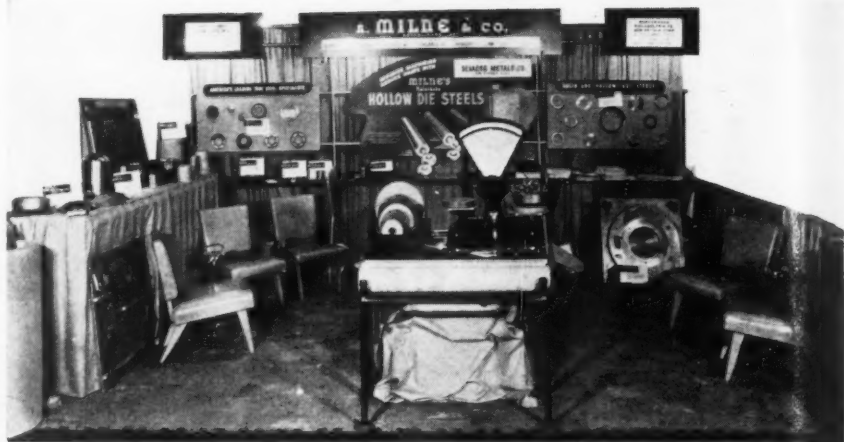
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HUMAN COMFORT is planned into an A. Milne & Co. booth to eliminate "sore feet" faces and "aching leg" smiles. Well-upholstered chairs and rubber flooring show results in dollars and cents as well as improved dispositions on the part of exhibit attendants.

## The Case of the Salesmen With the Aching Feet

Change of flooring in A. Milne & Co. booths eliminates fatigue of exhibit personnel and is reflected in a larger volume of business, fewer customer-gripes, happier salesmen.

BY HENRY SEARS HOYT, JR.

A. Milne & Co.\*

Department store salespeople in the last rush hours of Christmas Eve and salesmen working at trade show exhibits in the last hours of the show day have a lot in common—they're both tired to the point of showing discourtesy to customers and actually turning away sales.

This is no new discovery to you, I'm sure. Nor was it to us. It was merely one of several problems we were aware of from our many years of exhibiting in trade shows throughout the country. And it was one of the several problems about which we didn't seem to be able to do very much until recently.

Like many exhibitors, we have long followed a policy of trying to evaluate our participation in trade shows. In addition to checking actual sales, we issue a questionnaire at the conclusion of each show to obtain the reaction of each salesman who works in the exhibit. Our responses are

generally completely satisfactory on the advertising and sales value of our exhibits. More intelligent design, better layout for traffic flow, improved lighting, greater use of cubic content, more accurate estimates of the kind and amounts of literature necessary—all these factors have had their deserved attention and resultant improvements.

### Two Irksome Problems

But two irksome problems remained until very recently:

1. **Constantly increasing costs:** These included exhibit services, transportation, erection and dismantling, renovating and revising exhibits for varied space sizes and varied audiences, and the high mortality rate on floor coverings.

2. **The everlasting show-fatigue complaint from salesmen:** This re-

\*Metal dealers, New York, N. Y.

flected itself in increased costs of exhibit personnel as we attempted to eliminate the trouble by doubling personnel and halving working shifts.

Our first complaint — increasing costs — was overcome to a great extent with the aid of our exhibit manufacturer, Lewis Barry. Basically, the solution was the development of a telescopic exhibit which is easily erected and dismantled without skilled labor. It packs simply and flat in a minimum number of specially designed cases which have reduced transportation costs. Its telescopic nature, together with extra units, makes it easily adaptable to a wide variety of space sizes. Finally, an integral part of the exhibit design permits complete changes of copy and displayed materials at an absolute minimum of expense.

Our second problem: how to prevent, or at least lessen, the fatigue that is brought on by long hours on one's feet?

### Seating Comfort

A simple solution, of course, would be to allow salesmen to remain seated. But this is rather insulting to customers and prospects whose own legs are weary from tramping up one aisle and down another of long exhibit halls with their arch-breaking floors. But it is possible, of course, for some of the personnel to sit while others are standing. So our first step was to purchase comfortable upholstered chairs which are also a boon to exhibit visitors.

We find additional benefits accruing from this step. The chairs we bought knock down quickly and easily for compact packing. They are less expensive over a number of shows than renting chairs at each



**RUBBER TILES** are interlocked like a jig-saw puzzle and can be laid in a matter of minutes. The tiles pack conveniently in their own case. Their long life helps to reduce costs.

Find out why

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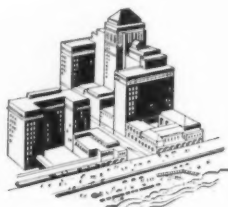
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I want full details on your exhibit service and your  
free check-list of requirements for a successful exhibit.

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## MANNERS

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'em . . . and the bigger the better.



### CHALFONTE — HADDON HALL

on the Boardwalk, Atlantic City, N.J.

Operated by Leeds & Lippincott Co. for 62 years

Write for illustrated folder No. 41

show. We chose their colors to harmonize with our exhibits, thus presenting a more integrated exhibit. And finally, we can control the appearance of our furniture, rather than take a chance on getting something that might be shabby.

But this move is only a partial solution. On busy show days, there aren't many opportunities for our salesmen to sit and they suffer their greatest fatigue at the time when opportunities for increased business are at a peak because of the large number of visitors.

Individual salesmen attempted remedies of their own with old comfortable shoes, heavy crepe-soled shoes, inner-shoe cushions, heavy wool socks and other makeshifts. We even considered luxurious and expensive deep-napped carpeting. But costs, waste in cutting for each new show, spoilage from grease, and high cost of maintenance made this impractical.

### Practical Solution

The practical solution was the purchase of "Shofloor," an interlocking rubber tile with such resiliency that it eliminates most of the leg-fatigue. Its thickness—one-quarter inch—is double that of most other tile, and the fact that it is solid rubber gives it an unbelievable resilience.

Again, we find additional benefits. The jig-saw, interlocking feature provides a flooring that needs no cementing or other anchoring. It lies flat and smooth without shifting. It is extremely simple to lay and remove and there is no waste because the tiles can be laid to fit any space, large or small, regular or irregular in shape. The smooth finish and over-all marble pattern creates a beautiful floor in harmony with the exhibit. Waxing reduces cleaning requirements to a minimum and shipping costs are low since it packs compactly into special cases that protect it completely. The extremely long life of Shofloor reduces the eventual floor covering costs to a new low.

The increased effectiveness of our salesmen, even after long hours on their feet at a show, has resulted in a larger volume of business, we are convinced, even though this is a factor that is difficult to measure accurately. Perhaps easier to measure is the reduction in the number of complaints from old customers who sometimes formerly thought they were treated in a rather offhand way at our exhibits. We've found real improvement in this category.



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D. J. Gardner, Sales Manager

But the greatest improvement of all is in the morale of our salesmen during and after a show. No longer do they wear "sore feet" faces and "aching legs" smiles. They are more alert, more gracious to customers and prospects, and more ready to return to the routine of their territories without taking a few days off to rest up after a show. If we could measure no other factor of difference with our new floor covering, we'd feel amply repaid by the improvement in salesmen's attitudes at our trade shows.

It would be unfair, ungracious and ungrateful if I failed to mention that our exhibit builder, Lewis Barry, deserves much of the credit for improving our trade show practices. He developed our flexible exhibit and introduced us to the inter-locking rubber tile, Shofloor.

### Banker's Hour

Our nomination for the business program on record goes to the Bank of Nova Scotia for the dedication ceremonies of its new building in Toronto.

- 11:55 Guests arrive at platform. Pipe band plays.  
12:00-12:01 Mr. C. Sydney Frost, vice-president and general manager of the bank, welcomes the guests and introduces Mr. H. L. Enman, president of the bank.  
12:01-12:04 Mr. Enman introduces Hon. D. C. Abbott, Minister of Finance.  
12:04-12:09 Mr. Abbott speaks.  
12:09-12:11 Mr. Enman thanks Mr. Abbott and introduces Hon. Angus L. Macdonald, Premier of Nova Scotia.  
12:11-12:16 Premier Macdonald speaks.  
12:16-12:18 Mr. Enman thanks Mr. Macdonald and introduces Premiers of other 9 provinces.  
12:18-12:35 Provincial Premiers speak.  
12:35-12:37 Mr. Enman introduces Mr. Donald Gordon.  
12:37-12:42 Mr. Gordon speaks.  
12:42-12:43 Mr. Enman acknowledges Mr. Gordon's address.  
12:43-12:44 Mr. A. S. Mathers, architect, hands key to Mr. Enman, who presents it to Mr. H. D. Burns, chairman of the board of the bank.  
12:44-12:47 Mr. Burns speaks.  
12:47-12:50 Party moves off platform to the bank door. Mr. Burns turns the lock and declares the bank open.  
12:50- 1:00 Band plays. Platform party enters the bank.  
1:00 Luncheon.

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**JACK B. GOODWIN**

Manager

**MILWAUKEE, WISCONSIN**

# Series of Packaged Sales Clinics Trains at the Retail Level

85% to 90% of all RCA's franchised dealers and their salesmen attend meetings staged by distributors throughout the country. Pre-tests insure smooth presentations.

**Based on an interview with J. M. WILLIAMS,  
Advertising Manager, Home Instrument Department  
RCA Victor Division, Radio Corp. of America**

Last summer, when demand for television receivers dropped to a trickle, when inventories started to put pressure on warehouse walls and the jitters sent many dealers into frenzied price-cutting gymnastics, one glaring deficiency showed like a beacon through the maze of half-price sales and below-list come-ons. *Dealers don't know how to sell!*

Every survey or casual check showed that salesmen knew little or nothing about selling television and many dealers and salesmen were altogether new to the business. Old dealers had enjoyed the lush-rush days of heavy demand and had fallen into lazy sales habits.

It was obvious to RCA Victor, as well as everyone else, that retail *selling* of television was practically nonexistent and so education—but quick—was in order. H. G. Baker, vice-president in charge of the company's Home Instrument Department, mapped out a sales training plan and within three months a series of packaged sales clinics was playing to enthusiastic salesmen audiences.

## Distributors Run Meetings

Why were RCA's sales clinics so successful? Because every conceivable obstacle, objection and problem was worked on and answered before the clinic-package hit the road.

This was the over-all plan: A series of three sales clinics was to be held in each of the territories covered by the company's 58 distributors. Each distributor was to receive the packaged programs and was to stage the meetings himself for his dealers and dealer salesmen.

The first meetings were staged the

week of February 4, the second during the week of March 3 and the third during the week of March 31.

The meetings themselves were gems of planning. The programs were prepared in cooperation with Amos Parrish & Co., Inc., merchandising consultants. The aim of the clinics was narrowed to the single purpose of making salesmen more capable.

## Simulating Attendance

Anticipating resistance from salesmen who don't like the idea of going to school, nothing in the promotion of the sales clinics said anything about education or training. The theme of the clinics was "Prove It Yourself." The entire program was geared to suggesting a variety of different sales techniques a salesman could try for himself and see how they work.

To further break down attendance resistance at the distributor held clinics, RCA offered three automobile prizes as well as Defense Bonds to be given to the lucky-ticket holders who attended all three clinics. RCA also suggested that distributors add prizes of their own to further stimulate attendance.

To prevent distributor resistance, RCA created the packaged clinics down to the last detail. Each distributor received a "Leader's Guide." The guide contained a complete report on the plans of the clinics and how they were to be effected. Complete scripts were included for not only the main part of the meeting but introductions and closing addresses.

A "45" RPM album of rehearsal records was made available. The rec-

ords were to aid the distributor-speakers in delivering the addresses and commentary. Anticipating hesitancy on the part of distributors to rehearse their lines properly, the voice on the records was not a polished announcer's but an ordinary Joe whom the distributor could more easily try to duplicate in phrasing, pauses and emphasis.

## Had to Earn a Prize

The prizes of a DeSoto, Plymouth and Chevrolet were not merely giveaways; the winning ticket holders had to earn them. A dealer or salesman whose card was drawn for a prize was telephoned, person-to-person. If he was not in, the call was placed later when he was. When he was contacted, he was asked a question based upon the information contained in the sales clinic booklets which were distributed at the meetings. If he answered correctly, he then owned a new car.

The automobile prizes were for salesmen all over the country. To make prizes that were psychologically attractive for those who look at the big odds against winning in a national contest, the Defense Bond prizes were drawn separately for each of the eight regions of the country.

Attendance was the basic problem. No matter how fine the program, lively and entertaining the media used, information-packed the ideas given—if the salesmen didn't come, it was a waste of effort (and time and money . . . a hinted \$200,000). So a \$1,000 prize was offered to the distributor sales manager who brought out the largest percentage of his dealers and dealer-salesmen. (RCA knew how many dealers and salesmen each distributor had because they had queried each distributor on the number before they were told about the sales clinics and conceivably could revise figures downward.)

Samples of all promotional pieces prepared for the clinics were included in the Leader's Guide. Distributors could order as many as they needed of each of the series of postal-card teasers, announcements and reminders. Two-color mailing pieces and pamphlets were made available—all to be imprinted by the distributor.



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Pardon us for bragging but we at the SENATOR are proud of the tradition which years of friendly innkeeping have built. Here, at the shore's most sensible rates, your vacation becomes an invigorating holiday cocktail blended of tangy sea air, tasty food and sunshine ...perpetual sunshine! Whatever the weather, you'll tan in your beach togs on our fabulous SUN and STAR ROOF. There's nightly dancing and sparkling entertainment too... a coffee shop and a Cocktail Lounge... and every sport including that great big beautiful ocean. So get in the swim! Come down to the SENATOR for the time of your life--or the "rest" of your life!

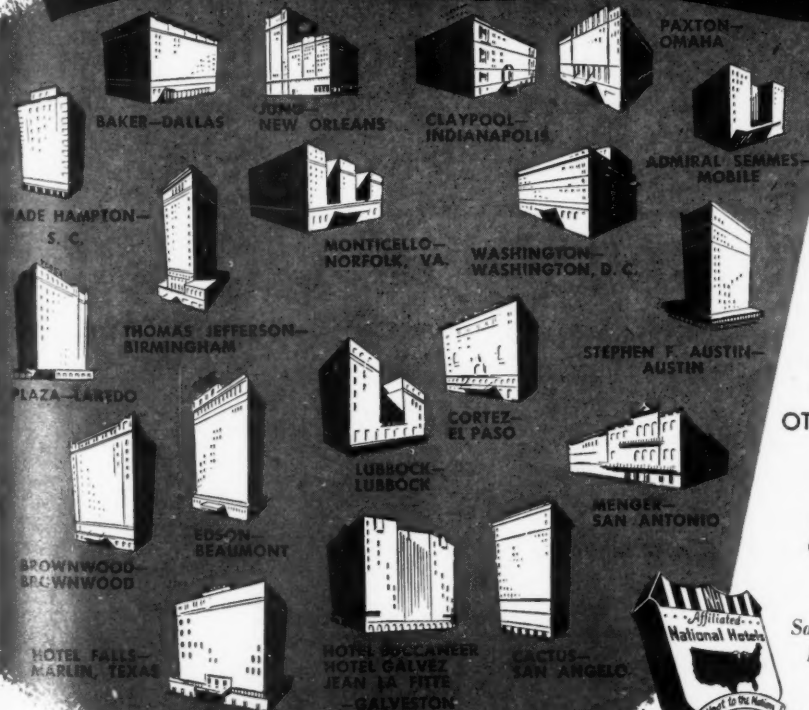
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James E. Reed, Manager

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AFFILIATED NATIONAL HOTELS



The first sales clinic was designed to build up in the minds of the salesmen the proven fact (by surveys) that television salesmen are dollar-wise the aristocrats of the retail field. After explaining the monetary advantage of being a television salesman, the slides and script then went on to explain the techniques of making more sales and more money.

The script for the meeting was prepared in a ring-bound book so that the pages could lie flat. On the right-hand page was the text, while the left-hand page showed a print of the slide that was on the screen. Thus the speaker knew exactly what was on the screen without having to turn around. Incidentally, the illustrations on the slides were all in a rough-line caricature that was forceful and clear.

At the end of the first clinic, two booklets were given to each salesman, "Prove It Yourself" and "Dynamic Demonstrations." The former contained the same drawings as those that appeared on the slides with added captions as a reminder of the material discussed. "Dynamic Demonstrations" gave the salesmen tips on what features to sell in television, how to dramatically point them out

and how to trade up.

While the first clinic made use of slides the second used a motion picture film, "Prove It Yourself." The second meeting's aim was to show salesmen the techniques covered in the first clinic as applied to actual selling and also how to switch the customer's "if" to "which." The film showed actual sales situations and care was taken to select the actors to make them believable. The attempt was made to have the salesman in the audience feel that the salesman on the screen was just like him—not a Hollywood glamor boy.

Rather than boldly point out the errors of the salesman on the film and thereby insult the salesman in the audience with whom it was hoped he was identified, a shadow "conscience" was used. The shadow of the actor was seen on the screen, reproving him for some technical failure in his sales technique. Errors of selling were thereby forcefully pointed out without indirectly talking down to the audience.

The third clinic stressed the theme "You're lucky to be selling TV" and utilized an institutional film on how an RCA set is born.

A great portion of the success of

the three clinics was in the ease with which the distributors could stage them. Everything they needed was provided and they could expand the meeting as much as they liked.

Every phase of the over-all program was tested before it was sent to distributors for use. At the RCA sales meeting in December, a salesman was given a copy of the script and told to give the slide talk the next day. Without advance warning he was able to run through the script for the assembled salesmen without a hitch, proving that the script was easy to read and the instructions simple to follow.

One big advantage of the sales clinic as planned is that it can be completely staged with just two men: a speaker and a projectionist. This means that the programs can be held later for small groups unable to attend big meetings.

With gate returns on the distributor-staged meetings still coming in, the count shows an attendance of between 85% and 90% of all franchised dealers and their salesmen. Looking toward that \$1,000 prize, many distributor sales managers had spent hours on the telephone reminding dealers of the clinics.



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LEAVE IT TO THE ENGINEERS . . . to apply some engineering principles to the problem of achieving efficient organization of a meeting involving complicated program detail.

## Control Board Keeps Tabs on Scores of Speakers for A. S. T. E.

When a technical program reaches a point where 50 technical papers and five seven-member panels have to be handled, co-ordination and follow-up procedures on the many details involved become burdensome.

Frank Wilson, technical director, American Society of Tool Engineers, faced such a problem recently when planning and providing the large technical program being held in connection with the 1952 ASTE Industrial Exposition in Chicago, March 17-21.

Thoroughly familiar with production know-how methods of the membership of the Society he serves, Mr. Wilson put some of these methods to work on this problem and solved it by applying a visual production control board. This board shows daily status of progress in obtaining paper confirmations, author biographical and publicity material, discussor and panel member acceptances, etc.

Removable color-coded plastic insert strips indicate the status of each item.

To set up his control board, Mr. Wilson first selects the topics for the various technical papers he wants to include in the program and assigns numbers to each of them. These numbers are then set up as headings across the top of the board.

Next, he sets up the various details that have to be completed for each paper in a vertical column at the left of the board. The actual details he lists in the column are: speaker invited, speaker acceptance, photograph, biography, digest of paper, paper received, speech edited.

In the same left-hand column and below the aforementioned details, Mr. Wilson lists the various functions he performs in reproducing the paper and getting the session chairmen and discussors lined up. The details he lists are: duplimats ordered, duplimats received, printing ordered, printing completed, paper to discussors, paper to session chairmen, biography on speaker to publicity, biography on session chairman to publicity, paper digest to publicity, speaker biography to session chairman, paper digest to session chairman, complete paper to session chairman.

To show the daily status of all functions, Mr. Wilson uses colored plastic strips on the board. White strips indicate action completed; red strips indicate action pending; blue strips indicate divided responsibility where two speakers are involved; and yellow strips indicate cancellation.

Dates are written on these plastic strips only when deadlines get short and activity gets intense.



## MORE can show up

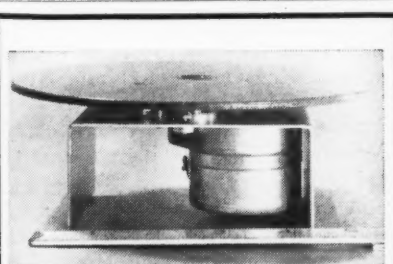
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# Leaderless Group Discussion: What It Is, How It Works

It's an informal meeting technique that can be used to achieve varied objectives. If you do not have a formal speech-training program, you might like to experiment with it as a means for helping salesmen improve presentations.

**BY JAMES F. BENDER, Ph. D.**

*Director, National Institute for Human Relations*

**Leaderless Group Discussion**, a way to measure and develop aspects of personality, is winning a lot of enthusiastic friends—not only in business and industry, but in education and other fields as well. And justly so, for it is simple, easy to use, enjoyable, and gets results.

LGD has so many ramifications that all we can do in this short article is tell what it is, describe how it works, trace its growth, show how it can be used to help select and train salesmen and executives.

**What It Is:** As its name implies, Leaderless Group Discussion is a group—rarely larger than three to five—discussing a topic without a designated leader. The discussion proceeds along entirely impromptu lines. The members of the discussion group, the speakers, are rated by the audience. The audience is also small, composed of no fewer than three judges and ordinarily no more than seven. The speakers and judges may be strangers or acquainted with one another. LGD has other names, such as Group Interview Testing, Unsupervised Group Discussion, and Group Speech-Performance Test.

**How It Works:** Chairs for the speakers are arranged in a semi-circle facing the audience. Or, the speakers and judges sit in a large circle: the speakers in one segment, the judges in the other. The writer who has used both seating arrangements at various times in his course, *Executive Ability: How To Improve It*, at Columbia University (Institute of Arts & Sciences) and in training groups in business and industry, prefers the first arrangement. It seems to work better.

One of the judges seats the speakers and tells them why they were chosen to take part in the LGD. Ordinarily he introduces them to the other judges in an informal, friendly way. He tells them that the judges will rate them on certain aspects of speech and personality as they discuss an assigned topic without a leader.

He includes a few words of encouragement in his remarks and expresses gratitude for their cooperation. His object is to put the speakers at ease as much as possible. Finally, he announces the topic that the judges have agreed upon before the meeting.

But if the speakers are unseasoned or embarrassed the write always starts them out with a "trial balloon"—an easy topic. A current event, something that arouses strong opinions, serves very well. For example, at the time General MacArthur was relieved of his command in Korea, the topic "General MacArthur" loosened even the most tongue-tied. At this writing, "The 1952 Presidential Election" is useful for the same purpose. Any topic for preliminary discussion will do, so long as it is non-technical and easy, and universally known.

After five or 10 minutes of preliminary discussion the head judge breaks in with words, such as: "Thank you. You've broken the ice quite well. I wish we had more time to hear you continue on this topic. But now we'd like to hear you discuss, ————. Please proceed." The judges then rate the speakers on their discussion of this second topic.

Because the judges, working as a committee, have prepared the rating blank long in advance of the meet-

ing, they can give almost all their attention to the speakers. They can do this because their rating scale is printed or typed in simple form. They simply check items as soon as they arrive at their decisions. When they look attentively—and pleasantly—at the speakers, rather than spend most of their time writing, they encourage the speakers to do their best.

**How It Grew:** About 25 years ago the director of German military psychology, Dr. J. B. Rieffert, first used LGD as one of four techniques to test and select officer-candidates for the German Army. Later on Dr. Rieffert went into industrial psychology, but the Nazis retained LGD, a democratic procedure, as a means of selecting officer material for the Army, Navy and Air Force. LGD soon crossed the Channel where the British Army used it during World War II to help measure personal qualifications of officer-candidates.

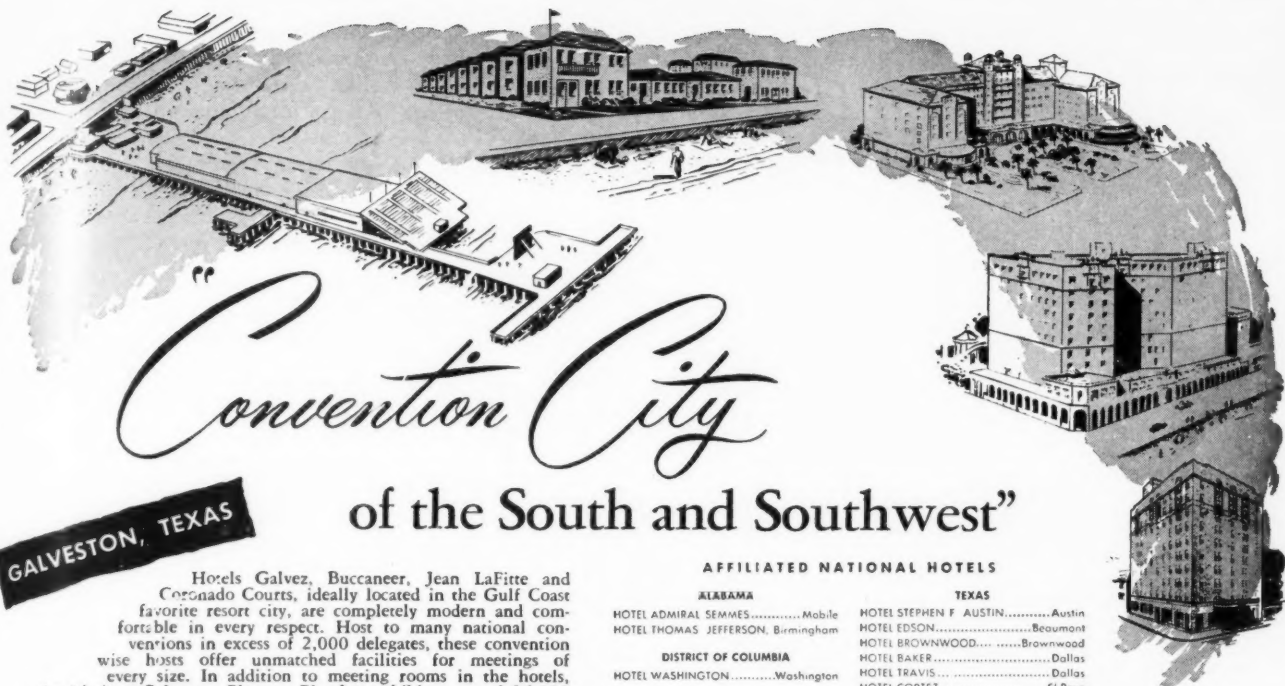
It is still used abroad and more recently in the United States where education and business and industry are taking it up. Although studies of its validity and reliability are meagre, many psychologists and teachers of speech are doing research in LGD. To date, the reports on LGD's validity and reliability are reassuring. Experts using LGD are unanimous in their enthusiasm for it. Professor H. L. Ansbacher of the University of Vermont has recently reported on the studies already made on LGD in the September, 1951, issue of *Psychological Bulletin*.

## One Case History

Once you try LGD in selection and training programs, you will undoubtedly find various ways to adapt it to your specific needs. The writer has used it in two programs in business and industry: a training course for executives and a selection procedure for territorial salesmen.

The first was a group of 12 department heads of a manufacturing firm, each a specialist in the production of one product. All of them were graduate engineers. For a number of years each had read a rather long speech at the annual sales school about new developments in their re-





**GALVESTON, TEXAS**

# Convention City

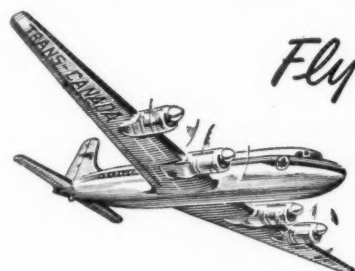
of the South and Southwest

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INDIANA		HOTEL TRAVIS	Dallas
HOTEL CLAYPOOL	Indianapolis	HOTEL CORTEZ	El Paso
LOUISIANA		HOTEL BUCCANEER	Galveston
JUNG HOTEL	New Orleans	HOTEL GALVEZ	Galveston
HOTEL DESOTO	New Orleans	HOTEL JEAN LAFITTE	Galveston
NEBRASKA		CORONADO COURTS	Galveston
HOTEL PAXTON	Omaha	MIRAMAR COURT	Galveston
NEW MEXICO		HOTEL CAVALIER	Galveston
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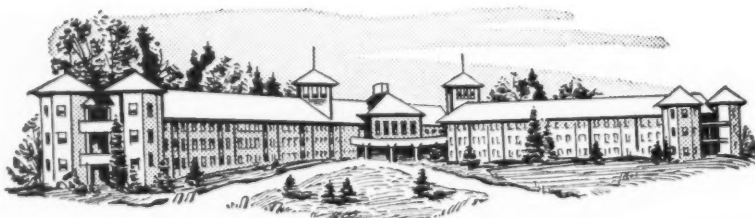


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LAKE ROSSEAU ONTARIO

spective products. They were not good speakers, and their speeches read like articles in technical journals. Top management wanted them trained to hold and stimulate the audience of salesmen; to be effective in answering questions from the floor; to conduct discussions.

Their most obvious needs were to learn to speak in a conversational style; to become freer in communicating with an audience; to get an appreciation of how they impressed an audience.

### The Rating Procedure

The exercise that gave them most benefit was leaderless group discussions where they learned the give-and-take of communication. After they were broken in to LGD, the writer and the vice-president in charge of sales rated them on such traits of personality as:

1. Responsiveness to the other speakers.
2. Voice and diction.
3. Posture and gestures.
4. Carrying a fair share of the discussion.
5. Friendliness.
6. Conversational style.
7. Discussion manners, etc.

After they received their ratings in individual interviews, we held additional LGD sessions. One of these was recorded and played back for the executives to hear and rate. Their own ratings of colleagues and those of the vice-president and their instructor helped them to "see and hear themselves" as their audience saw and heard them. Result was decided improvement in their platform performance. Moreover they liked LGD well enough to recommend its inclusion in all training programs for executives and salesmen of their company.

The second group was made up of four sales executives assigned the task of working out a procedure for employing territorial salesmen. These executives were asked to participate in a LGD before a small audience to give them a first-hand knowledge of what it is. Then the four executives and the instructor discussed what traits of personality their salesmen should have, and which of these could be rated in an LGD.

The next step was to work out a rating scale. This was done, using five steps (descriptive phrase) for

## Rating Scale for Leaderless Group Discussion

### A. APPEARANCE

1. Impressive
2. Presentable
3. Colorless
4. Flashy
5. Sloppy

### B. POISE

1. Has Distracting Nervous Habits
2. Appears Uneasy
3. Reserved
4. Appears at Ease
5. Completely Self-Confident

### C. SPEECH

1. Tops in Every Way
2. Good but Not Outstanding
3. Understandable, and Without Apparent Faults
4. Too Fast, too Slow, or Trails Off at End of Sentences
5. Irritating Speech Fault

### D. ENTHUSIASM

1. Lacking
2. Apathetic
3. Limited
4. Contagious
5. Unbounded

### E. IDEA CONTENT

1. Novel
2. Sound
3. Run-of-the-Mill
4. Unimaginative
5. Incoherent

### F. PRESENTATION

1. Rambling
2. Cloudy—Confused
3. Understandable
4. Clear—Concise
5. Colorful—Expressive

### G. PARTICIPATION

1. Hesitates to Take Part
2. Shares the Discussion Willingly
3. Participates Courteously and Enthusiastically
4. Yields the Floor Reluctantly
5. Monopolizes the Discussion

### REMARKS:

.....

.....

.....

.....

.....

each of 10 traits. For example:

#### Trait one: Dominance

1. Unpleasantly domineering.
2. Too insistent that his point of view be adopted.
3. Holds his own in a diplomatic way.
4. Doesn't assert himself often enough.
5. Excessively shy and submissive.

These four executives now serve as a screening committee to select salesmen. They work together at the home office, putting through three or four applicants at a time in leaderless group discussion.

They assign topics for LGD, such as:

- Salesmanship as a Profession
- Impulse Buying
- How a Salesman Can Improve Himself
- Point-of-Purchase Merchandising
- The Salesman's Tough Jobs
- What I Like about Selling
- Selling in Tight Supply

The non-technical topics are assigned to groups of beginners; the technical ones to groups of seasoned salesmen.

After filling out a rating scale for each man the judges pool their judgments and add them to other data, such as aptitude test-results and reports from investigating agencies.

#### Executives Cite Values

Incidentally, the preparation of the rating scale cannot be done in an hour. To serve well, it must evolve from protracted, guided discussion. It should be constructed by those who will use it.

The executives say the chief value they find in LGD is to see and judge candidates in action with others. They also like the idea of working together as a committee in solving this tough problem of choosing the right man for the job. They have used LGD for 11 months and plan to continue to use it. So far their choices have worked out better than formerly. Maybe it's luck—but probably it is due in large part to LGD. Perhaps your experience will confirm theirs.

## Plan now to hold your next convention in Miami Beach



**Ideal facilities for large or small groups -- everything to make your next convention the best ever.**

- ★ 26,000 hotel rooms
- ★ New, air-conditioned auditorium
- ★ Fine restaurants
- ★ Famous shopping centers
- ★ Delightful weather all year-'round
- ★ Plenty to see and do
- ★ Reduced convention rates in spring, summer and fall

For information, write: Tom F. Smith  
Dir. Convention and Publicity Bureaus  
City Hall, Miami Beach 39, Florida

**THIS MESSAGE IS PREPARED AND  
PUBLISHED BY THE CITY GOVERNMENT  
OF MIAMI BEACH**

## miami beach's

## sales meeting

## headquarters

THE AIR CONDITIONED

# Shore Club

HOTEL

POOL • CABANAS • PRIVATE BEACH

- 2 blocks to the new auditorium • banquet and meeting facilities for 25 to 400
- modern PA and projection systems
- exhibit space • cocktail lounge
- every room with individual temperature control, radio and circulating ice water
- Best of all, in the heart of all theaters, clubs and shopping

Write: MORTON KIRSCH, Manager

**ON THE OCEAN AT 19th STREET**





Two city-owned auditoriums (one air conditioned) now seat 19,000. Metropolitan Miami's 2,700 restaurants can serve 147,000 simultaneously. Her 150,000 hotel rooms can accommodate 300,000. Miami's facilities are now big enough for any convention. Isn't it about time your organization enjoyed Miami's low-cost luxury, glamour and fun? Write for details. Address the...

**CONVENTION BUREAU  
DEPT. OF PUBLICITY  
ROOM 304, CITY HALL  
MIAMI, FLA.**

WE HAVE THE

**Size  
Staff  
Space  
Spirit  
Service**

TO ASSURE A

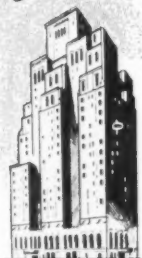
**Successful  
CONVENTION!**

Information? Please write:  
Mr. Shepard Henkin  
Director of Sales

**HOTEL  
GOVERNOR  
CLINTON**

1200 outside rooms with bath, circulating ice water, Servidor and radio.  
7th Ave. at 31st St. (Opposite Penn Station)  
NEW YORK CITY

A Carter Hotel

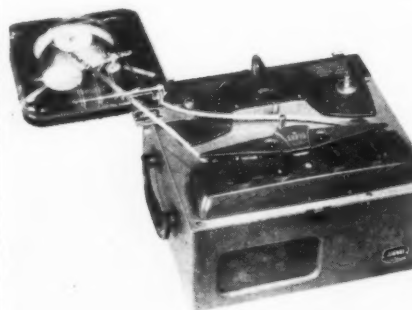


## Products for Planners



**Mailing Kit:** A handy carrying case about the size of an ordinary tackle box contains two new machines and all supplies required to print and address postcards, announcements and small forms. Called the Dupli-Kit, this convenient little outfit does an hour's handwork in six minutes at an approximate cost of a few cents per thousand pieces, the manufacturer claims.

Basic units in the Dupli-Kit are the portable printer and the portable addresser. The printer accommodates a low-cost stencil on which messages are typed, written or drawn. Automatically inked, it will print envelope stuffers, cards and notices in perfect register, it is said. The addresser utilizes a roll of paper comparable to the film roll in a camera, on which up to 250 addresses are typed. Multiple rolls can be used for longer lists. With a single, one-hand motion, the address is "rolled on."



**Continuous Recording:** A tape recorded attachment that produces a continuous repetition of a message is being offered now by Ampro Corp. The continuous tape magazine which connects to the Ampro tape recorder

provides an inexpensive device for use in exhibits or point-of-purchase.

A message of two and a half minutes will play over and over. The tape may be erased and a new message put on at any time.

No lubrication nor adjustment is required in the field with this device, according to the manufacturer. The continuous tape magazine and the recorder are light in weight and easily transported.



**Fluorescent Writing:** A new line of fluorescent materials that glow under long wave ultra-violet or black light is announced. These materials are especially adaptable for use in exhibits, displays, lectures and charts.

The new accessories include marking pens and stamp pads for use with invisible inks, as well as wire, yarn, ribbon, crayons, invisible tracer pastes and powders, fabrics, papers, cardboards and assorted colored sands that are intensely brilliant under black light.

Water color and bulletin paints are available in two types: visible—brilliant daylight colors whose intensity is magnified many times under black light; and invisible—which although not transparent, appear white to cream in ordinary light and glow brilliantly in their identified colors under black light.

The paints may be brushed, sprayed or silk-screened and have greater durability and a much longer life, according to the manufacturer, than has been possible heretofore in fluorescent materials of this type.

A third type of paint, which may be wiped off glossy surfaces such as a window glass, mirrors, metals and painted objects with a dry cloth where temporary application with easy removability is desired, is available.

## Dates & Places For Sales Confabs

Regional sales conferences, clinics and rallies under the sponsorship of the National Sales Executives.

### APRIL

Grand Rapids (Rowe Hotel)	Sales Letter Clinic	Apr. 1-3
Lancaster	Training Clinic	Apr. 1-3
Ft. Worth (Hotel Texas)	Sales Conference	Apr. 2
Duluth (Geo. Wash. H. S. Aud.)	Sales Rally	Apr. 4
Detroit (Masonic Temple)	Sales Rally	Apr. 7
Concord	Training Clinic	Apr. 8-10
Nashville (Andrew Jackson Hotel)	Sales Letter Clinic	Apr. 8-10
Quincy, Illinois	Sales Rally	Apr. 9
Montreal	Sales Rally	Apr. 9
Knoxville	Training Clinic	Apr. 14-18
Raleigh	Sales Rally	Apr. 15
Winston-Salem	Sales Rally	Apr. 16
Charlotte	Sales Rally	Apr. 17
Charlotte (Hotel Charlotte)	Conference	Apr. 18
Wilkes-Barre (Irem Temple)	Sales Rally	Apr. 21
Cincinnati	Training Clinic	Apr. 21-25
Des Moines (Moose Hall)	Letter Clinic	Apr. 23-25
Indianapolis, Ind.	Training Clinic	Apr. 28-May 2

### MAY

Cleveland (WHK Auditorium)	Training Clinic	May 5-9
Atlanta	Sales Letter Clinic	May 6-8
San Antonio (Plaza Hotel)	Conference	May 9-10
Buffalo	Conference & Rally	May 12
Montgomery	Training Clinic	May 12-14
Easton (H. S. Auditorium)	Sales Rally	May 12
New Orleans (St. Charles Hotel)	Sales Letter Clinic	May 13-15
Riverside—San Bernardino	Sales Rally	May 13
Detroit	Training Clinic	May 19-23
Tacoma	Conference & Rally	May 23
San Francisco (Fairmont Hotel)	NSE International Convention	May 26-29



## 7 Reasons *Why* CONVENTIONS *are a success* at THE DRAKE

Convenient location—on the shores of beautiful Lake Michigan.

Banquet facilities for 750, plus 25 meeting rooms that accommodate 25 to 800 persons.

Experienced personnel—to complete arrangements to make your convention a success.

3 famous dining rooms...the moderately priced Oak Room, the atmospheric Cape Cod Room and the distinctive Camellia House.

600 sleeping rooms.

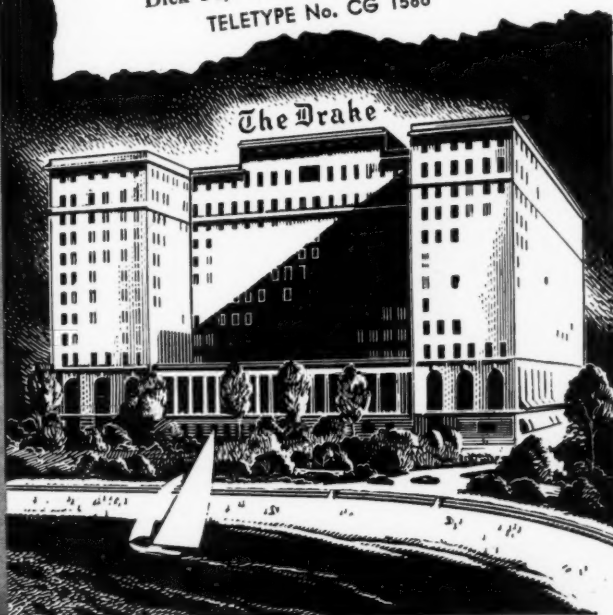
Owner Management that provides personalized service.

Quiet dignity.

On file are many voluntary complimentary letters that may be seen on request.

## The DRAKE Chicago

E. L. Brashears, President  
Dick Flynn, Vice-President—Sales  
TELETYPE No. CG 1586





UNUSUAL COLORS in the booth background aided in attracting eyes of passing show visitors. The same colors were used in direct-mail and business paper advertisements to create recognition for Norton Co. at the Chemical Show. The booth was the scene of the research project developed to test show value.

## Is a Trade Show Worth the Money or Should the Budget Go to Salesmen?

Sparing no expense or energy, the Norton Co. designed an elaborate exhibit program for the Chemical Show and let scientific research determine whether a "big funeral" or "blessed event" resulted. The outcome was a revelation.

BY JOHN T. FOSDICK • *Research Editor*

Trade shows, being the least studied of all marketing media, have left in their wake a long line of skeptics. It is a natural condition. If you have no proof of show value, many points are in doubt. This allows prejudice, personalities and fancies to mold opinions.

How often have you heard sales managers say, or perhaps even say yourself: "Shows cost too much. Give me the same budget to apply to the salesmen on the road and we'll get more results. Let me hire another salesman with the same money and we'll do better. We never sell anything at a show anyway."

Advertising men, too, have cast a jaundiced eye at the lack of statistical fact on trade shows and have been

heard to declare: "What good are shows? You never can trace any real results. Let me buy a couple of extra pages with the same budget and I'll show you facts on who reads them and how effective the ads are."

The Norton Co., Worcester, Mass., had felt the pressures of divided opinion on exhibit value as do most industrial firms. Instead of arbitrarily casting its vote to the skeptics or the enthusiasts, it turned to scientific research. The company wanted answers—reliable facts on which to base a sound judgment.

The Exposition of Chemical Industries, Grand Central Palace, New York City, was the laboratory for the research and the Norton booth was the test tube. The "elements" that

went into the test tube and how they were acted upon and reacted were carefully studied. Results of the study which were conducted by John T. Fosdick & Associates, evoked this statement from a Norton spokesman:

"... For the first time we have actual facts about the importance of a trade show to Norton Co. rather than being forced to rely merely upon opinions or prejudice. . . . Such studies are invaluable in arming us with facts about the value of trade shows."

Before going into the mechanics of the study made at the Chemical Show for Norton, here are the objectives which were set forth:

**1. Is the Exposition of Chemical Industries worth while for the Norton Co.?** What types of people come to the show and who comes into the Norton booth? What is their interest in Norton products? How many are customers? How many are potential customers? Can any sales be traced directly to show participation?

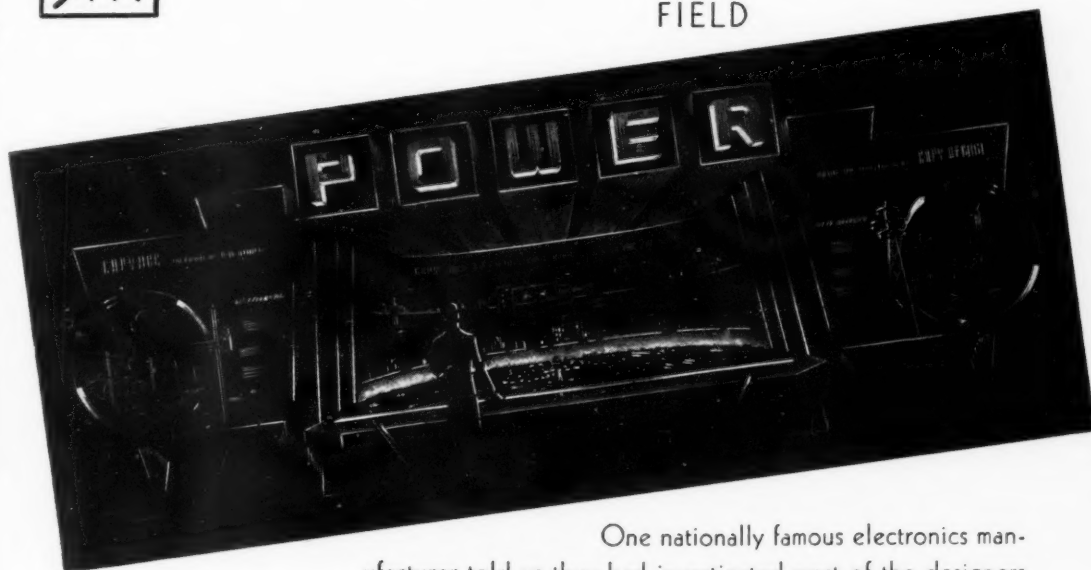
**2. How can we design an exhibit with maximum impact value?** What is the best layout for efficient traffic flow so that a visitor will naturally inspect all the items displayed? What





*... a highly Accepted Name*

IN THE  
DISPLAY and EXHIBIT  
FIELD



One nationally famous electronics manufacturer told us they had investigated most of the designers and builders in our field, and they considered

DESIGNERS  
and  
BUILDERS  
of

*Gold Medal  
Exhibits*



**ONE OF THE TOP FOUR**  
in the United States

(their decision was based on)

- |                            |                             |
|----------------------------|-----------------------------|
| 1. Quality of Organization | 4. Design and Idea Ability  |
| 2. Plant Facilities        | 5. Quality of Construction  |
| 3. Financial Structure     | 6. Reputation among Clients |

Naturally, we're proud of this . . . we'd be prouder still to be your Display and Exhibit Counsellor and Builder . . . in '52.

GARDNER · ROBINSON · STIERHEIM & WEIS  
I N C O R P O R A T E D  
5607 BAUM BLVD., PITTSBURGH 6, PA.

EM. 2-1400  
PLUS 10 TRUNK LINES



products do visitors want to see when they visit the booth? How can these products be displayed most effectively?

**3. What caliber of personnel should be chosen to man the exhibit? How should they function in the booth? What do visitors think of Norton representatives in the booth?**

Once the decision was made to have an evaluation study and the outline of objectives was completed, an intensive campaign was launched. The sales and advertising departments agreed to give trade shows the

big test. An ambitious promotional campaign was mapped out. The future of Norton's show participation would be geared to the survey's results. The Chemical Show would be the site of the birth of a new, boisterous enthusiasm for exhibiting or a big "funeral."

The show and the exhibit were given every chance to succeed. The sales and advertising departments worked feverishly to insure that the exhibit would have an opportunity to produce the best possible results. There was no lying down on the job—no indifferent effort—in designing

or manning the display. The exhibit was "to do its stuff" and the success or failure was to be measured—painstakingly and carefully.

A four-page advertisement in full color was inserted by Norton in business papers serving the chemical industry. The same advertisement ran in the program sections of magazines distributed during the show. A direct-mail promotion piece based on the four-page advertisement was mailed to 7,500 men in the industry (A publication list was used), and each mailing included a card which could be exchanged for a "useful free gift" upon presentation at the booth during the show.

Business paper advertisements and direct mail were planned to yield recognition value at the booth during the show. The booth was designed in unusual colors and background motifs which were reproduced in the advertisements.

### Mechanics Were Simple

The mechanics of the study of the exhibit value were simple and direct. Personal interviews were conducted within the Norton booth during the show. In addition to interviews, visitors were observed as they looked over displays. Visitors were approached for interviews as they prepared to leave the booth. Thus the efforts of the salesmen within the booth were not restricted and the visitor was questioned after he was exposed to the display and the service offered by the Norton representatives with whom he spoke.

Over a hundred interviews were made by trained interviewers. In addition to the interviews from a prepared questionnaire, principals of the Fosdick organization completed longer and more detailed interviews with some random-selected visitors. On one occasion a visitor discussed phases of the exhibit operation for over 45 minutes. In another case the respondent invited the interviewer to go with him while he made another call so that his response would not have to be hurried. In all, more than 135 interviews, including the interviews in depth, were completed during all hours and on each day of the show.

While the conclusions and data of the 40-page report on the show are confidential and personal to the Norton Co., certain broad results may be reported for their application by other exhibitors to questions of exhibit value.

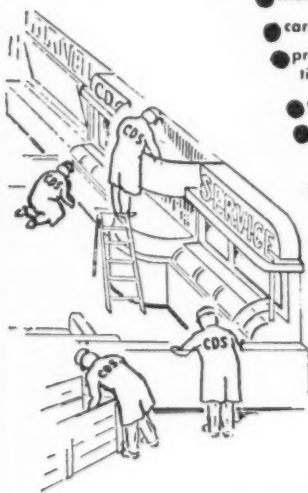
As to the value of the show itself, it may be best stated by quoting the comments of Robert P. Anderson,

## Attention! EXHIBITORS AND DISPLAY MANUFACTURERS

### TRADE SHOW & CONVENTION DISPLAYS INSTALLED IN YOUR BOOTH

#### CZARNOWSKI Display Service INC.

The only exclusive INSTALLATION service in CHICAGO devoted entirely to the INSTALLATION, SERVICING, DISMANTLING and STORAGE of prefabricated displays



- checks your shipment for arrival on convention floor.
- carefully unpacks your display.
- properly erects your display according to plans, specifications or instructions.
- cleans display and booth space thoroughly.
- supplies any last-minute requirements or changes necessary to complete the exhibit.
- services mechanical units needing attention during the show.
- carefully dismantles and repacks display in original cases and crates.
- makes necessary shipping arrangements and ships material according to instructions.
- will store your display in Chicago for future use or shipment.
- will save you time.
- will save you money.
- will save you worry.
- will give you competent service.

**CZARNOWSKI Display Service INC.**

732 N. MORGAN ST.  
CHICAGO 22, ILL.  
SEeley 8-1065



Norton's assistant publicity manager, who writes: "... The survey clearly demonstrates that the Chemical Show is of major importance to our company in general and the Refractories Division in particular, and that it is a show from which we should never absent ourselves."

Other general results of the study relate to:

**1. Types of visitors:** While actual figures are confidential, it may be reported that the type of man who visited the booth was generally important as a prospect for Norton products. About half were already customers of at least one division of the company and the visit provided the opportunity for renewed and additional personal contact. An additional plus value was the visitor exposure to items representative of newer developments or lesser known products of the company.

Many visitors who were not customers reported to us that they are now planning to buy from the company after visiting the exhibit, and in some cases appointments for tests, or arrangements for plant visits were actually set up during their visit to the booth.

**2. Direct mail promotion and gift offers:** Norton was pleased with the results of the mailed promotion. Eight percent of the mailing responded with a visit to the booth to receive the free gift. The 8% is regarded high in that only a percentage of those receiving the direct mail actually got to the show. It should also be noted that some visitors who had neglected to bring their gift cards visited the booth.

As might be expected, some visitors presented their cards, received their gift of a sharpening stone in a pocket sheath, and left the booth without inspecting the display. However, Norton secured many worth-while names as a result of this offer, and of course, many did follow their presentation of the gift card with a long and careful visit at the exhibit.

**3. Booth location and size:** Before the show there was some question as to the importance of booth location (third-floor corner) and its size. As a result of the activity in the booth—checked by specific questions on how the visitor planned his tour of the show—the company was able to conclude that it did not suffer from booth location and that failure to secure main-floor space did not put them at a disadvantage.

On the basis of results, Norton would be pleased with the same loca-

tion next time and additional space might be planned. The study showed that effective booth design will produce results (visitors drawn to an attractive booth as opposed to an unattractive booth in the same area). The floor itself (first, second, third or four in a multi-floor show) is not a major influence on the success of the exhibit.

**4. Layout and traffic:** The survey produced invaluable information on booth layout for maximum traffic. It was discovered that there were certain restrictions to easy access to

portions of the display. Maximum display of available technical bulletins and product literature was not present in the booth. These points are among those discovered which will aid in designing more efficient displays for future shows.

**5. Incentive and check on salesmen:** Sales personnel manning the booth were acquainted with the survey and the objectives. They took a lively interest in the project and its prospects. The survey gave the salesmen an added incentive to do a good job for they knew that visitors were

CARROL M. SHANKS says

## "Prudential Lives in Houston because ...



Carrol M. Shanks,  
President,  
The Prudential Insurance  
Company of America.

You'll enjoy good living  
at The Shamrock,  
everytime you come  
to Houston.

For reservations, write,  
wire or call  
Teletype: HO-192  
Long Distance: Houston LD 1



## The Shamrock

GLENN MCCARTHY, President  
M. JACK FERRELL, Managing Director

"The Prudential Insurance Company of America lives in Houston because it has become a key city of the progressive Southwest—an area whose people and economy are making ever increasing use of Prudential insurance protection and investment dollars.

"To bring both these important services closer to our Southwestern policyholders and to the business, industry and agriculture of this great region, Prudential will soon occupy its new 18-story Southwestern Home Office building, now nearing completion on Holcombe Boulevard at Main St., in Houston."



# Hotel Morton

in  
Atlantic City

invites your inquiry  
and inspection of our  
facilities for enter-  
taining your sales meeting  
or conference.

A ground-floor room  
(with full stage) seating 1,000—  
other smaller rooms, ample  
dining and banquet facilities.

Three hundred rooms with bath—  
500 feet from Steel Pier.

Costs will be extremely  
moderate.

**Bell & Cope**  
Ownership Management



*Only 300 Minutes*

TO  
THE  
AIR  
CONDITIONED



**SHELBORNE**

*Still* **TOPS IN  
MIAMI BEACH**

Private Beach • Pool  
Cabana Colony  
Exquisite Cuisine  
Dancing  
Centrally Located  
Open Year 'Round

Write for Reduced  
Spring Rates and  
Colorful Brochure

**Benj. G. Kline**  
Pres. & Mgn. Dir

OCEANFRONT AT 18th STREET

being questioned about booth personnel. The salesmen knew, too, that their success in interesting visitors in Norton products was being checked through the survey.

Respondent after respondent interviewed was high in his praise of the interest and general helpfulness of booth personnel. Even a competitor's salesman commented on this, and nearby booth personnel dropped in to learn why the Norton booth was the busiest in the neighborhood, and why visitors were staying as long as they did. (Visitors' interviews averaged 15 to 30 minutes.)

## 6. Selection of booth personnel:

The survey proved conclusively that visitors to technical shows seek information on new developments and products and often want answers to specific problems. To satisfy the needs of the visitors, it is essential that booth personnel be equipped to offer the technical information being sought. That Norton wisely selected its representatives for the show was attested by the response from visitors.

The cost of the study made for Norton increased the total exhibiting expense by comparatively little. The value of the survey in making decisions on future exhibit participation is best expressed by Mr. Anderson's comment:

## Value Apparent

"The report is in itself strong testimony to the wisdom of having the study made. The results would appear to repay us many times for the modest amount this study cost us. . . . It seems that the value of this first study is so apparent that we should consider making similar studies at the other large shows in which we participate. Not to do so would mean that we continue to accept such shows on faith rather than fact."

Perhaps it is not necessary to emphasize a point alluded to in this article, but because of its importance it should be stressed: Norton enjoyed an overwhelming success at the Chemical Show because it planned its participation with a concrete program to go a good sales and promotional job. It made full use of the exhibit medium and utilized other media to capitalize on the exhibit's inherent values.

How many of the sales managers who say "Shows are a waste of time and money" would change their views if they regarded the medium in the light of its potential instead of as (as it has been expressed) "a necessary evil"?

## SALES EXECUTIVES BUILD GOOD WILL With "Long Life" **GAVELS** AND ACCESSORIES



A true "Symbol of Leadership". Made of colorful Tropical Rosewood and Cocobolo; Ivory Plastic. Engraving Bands, Sound Blocks, Cases to match. Economy plus Quality!

**SALES MANAGERS:** Reward Branch Managers and top Salesmen with GAVELS.

**HOTEL SALES MANAGERS:** Influence groups by giving them GAVELS. Always make a big hit!

Send for details NOW.

**LIGNUM-VITAE PRODUCTS CORP.**

99 Boyd Ave., Jersey City 4, N. J.  
World's Largest Gavel Maker since 1890

## A FLOOR DESIGNED ESPECIALLY FOR EXHIBITS **SHOFLOOR**

A quarter-inch thickness of interlocking rubber tile with resilience that means a world of foot and leg comfort. Banishes show fatigue. Keeps salesmen smiling and alert for orders.

**LOOKS SMART /  
LASTS FOR YEARS /  
EASY TO LAY /  
EASY TO REPACK /  
FITS ANY SPACE /**

Distributed exclusively by

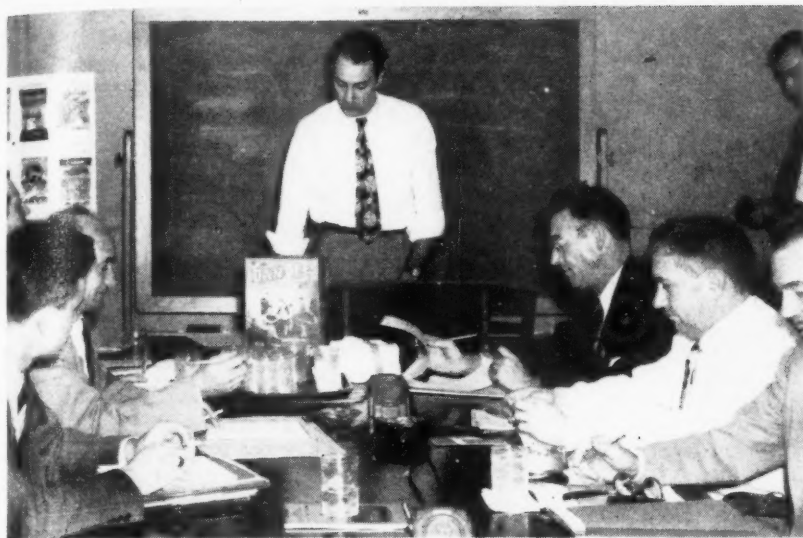
**LEWIS BARRY**

53 Park Row, New York 38, N. Y.  
and 404 E. Baltimore Pike  
Lansdowne, Pa.

Exhibit builders and creators of

**— FLEXIBIT —**

the finest packaged display in the field



INFORMALITY IS KEYNOTE at Milprint, Inc., sales meetings at the company's plant. Now that the men come to Milwaukee in small groups, every field man has an opportunity to talk with each home office executive, to discuss his own territory problems.

## Small Shirt-Sleeve Sessions Replace Flashy Convention

Milprint's new system brings salesmen to the home office in small groups throughout the year. Classroom technique in more intimate sessions substitutes for formal meetings.

BY ROY W. LUNDBERG

Advertising & Promotion Mgr., Milprint, Inc.

Heyday of the big, flashy salesmen's convention is over for Milprint, Inc., Milwaukee packaging and graphic arts concern with nationwide sales and plant operations. We've said goodbye to annual gatherings of field representatives at the home office.

The new system taking the place of the annual convention brings salesmen to the home plant in small groups throughout the year.

One salesman liked the idea so much that he volunteered to pay his own expenses. He surprised us by just writing "many thanks" across his sales conference expense voucher and returning it without filling it in. In a note explaining why he wanted to pay his own way he wrote:

"I am sure that I got full value received for the time and money that I spent."

Another salesman wrote: "Without a doubt I got more real selling punch out of this meeting than was ever given me before . . . I am lots better prepared to sell."

Roy Hanson, vice-president and sales director, explains the switch to shirt-sleeve sessions this way: "We discovered that hiring a hall and putting on a yearly show for our salesmen was not accomplishing the desired results.

"Our plant men weren't really learning the problems of the sales representatives. The salesmen went home with just a notion of how we come up with the wide range of products they sell. Nobody's purpose was completely accomplished."

Milprint's cure for this sales "conventionitis" is already achieving results in terms of coordination of sales and plant personnel. We've learned

dynamic new tool for selling . . .  
blacklight activated  
**FLUORESCENT  
CHALK . . .**



Spark your talks at . . .

- sales meetings
- dealer presentations

Writes on any board surface

Blacklight fluorescent chalk 4.95  
Set of six radiant colors . . . SET

42" chalkboard Blacklight 19.95  
EA

All prices F.O.B. plant N.Y.C. 392 Bleecker St.

**NORCO MANUFACTURING CO.**  
Manufacturers of Blacklite and Scientific Instruments  
392 BLEECKER ST. N.Y.C. 14, N.Y. AL 5-4062

*Specialists in  
Flameproofed  
Fabrics for*

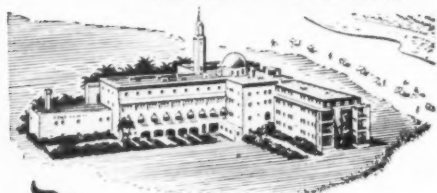
**CEILINGS • SKIRTINGS  
BOOTHs • BACKDROPS**

- VELOURS
- PLUSHES
- SATINS
- REPPS
- DUVETYNES
- SATEENS
- PERCALES
- BUNTINGS

Prompt Service Our Motto  
Distributors of Famous  
Newport & Lido Broadfelt and  
Cotton Carpeting.

**FRANKEL ASSOCIATES, INC.**  
218 West 47th St., New York City

## A beautiful resort hotel



## Golf and beach at the door!

The Coquina has its own private beach where guests may enjoy luncheon and cocktails as they bask in the sun *plus* the added convenience of an 18-hole golf course at the door.



## The COQUINA

ORMOND BEACH, FLORIDA  
Mrs. Walter Bovard, Owner-Manager  
NEW YORK RESERVATION OFFICE:  
630 FIFTH AVE., CIRCLE 6-6820

### Planning a TRADE SHOW SALES MEETING or EXHIBIT in ATLANTIC CITY?

consult

**MELTZ Studios**

Complete Show Decorating  
and  
Display Installation Service

- DRAPES • SIGNS
- BOOTH EQUIPMENT

**MELTZ Studios**

2304 PACIFIC AVENUE  
ATLANTIC CITY, N. J.

Phone 4-3942

that hard-hitting salesmen don't want to spend a precious week listening to speeches, however entertaining. Given a choice, salesmen would rather go fishing than to sit by the hour while a speaker goes on about things in general.

But they do eagerly soak up all the information they can get on how to help their customers merchandise goods, which means more sales.

In a business such as Milprint enjoys as a leading packaging converter and creator, it is no simple task to sell the firm's complete line. The company uses over 50 packaging materials and every commercially recognized method of reproduction. It uses special inks for specific packaging applications, special coatings and laminations. It not only supplies packaging but turns out point-of-sale display material, package inserts, folders, booklets and sales premiums such as kids' illustrated trading cards and cowboy books.

The biggest job of the packaging salesman is not in the understanding of the intricate technical details, necessary as they may be. He must be sales-minded. He must be creative—a man with ideas. If you could open the door to the Milprint conference room a few inches and see these salesmen intensely absorbed in finding out ways to help customers in their own area make more sales, you would find the secret of why the shirtsleeve sessions have proved to be such a success.

Every packaging salesman knows that the only package which is successful is the one that sells. The retailer's cash register is really his boss and the cash register is a hard task master.

### Old-Fashioned Idea

The heart of the new sales conference system is the small, informal gathering. It's an old-fashioned idea applied to a problem of this bustling era.

No more than 15 salesmen attend any one of the week-long conferences. Most groups are smaller. In choosing salesmen for a conference, Milprint invites men from widely scattered sections of the country. Some men in each group have had long experience in selling packaging to the 64 industries that the company serves. Others are applying previous experience to a new job.

To the salesmen this selection procedure has several advantages. Each fieldman gets an opportunity to swap ideas with men operating in far-away areas. Older men pick up some of the

enthusiasm of the upstarts. Younger men absorb some wisdom from those who know what's tried and true. A man selling printed carrot bags in California can compare notes with one who calls on carrot growers in New York State.

Milprint benefits because men remain on duty in every area at all times to sell the company products. Since the groups are small, the home plant doesn't have to stop everything for a convention at any time of the year. With a few salesmen around, work can go on as usual.

In the days of the large annual convention, normal home office work was close to a standstill when salesmen converged. Expenses went up for auditorium space, for displays big enough to be seen by a crowd, for loudspeakers, and for other fanfare the occasion seemed to demand.

It is true that a week of good fellowship resulted. Salesmen and plant men got very chummy in after-meetings sessions. But there were so many people around that when the elbow-rubbing was over few could remember everybody else's first or last name. Discussions about special accounts were forgotten in the general confusion in spite of good intentions.

### No Rules of Order

The new system substitutes the classroom for the town hall. A company artist with a blackboard and some chalk can explain his design planning work to a dozen salesmen in the place where he usually does his sketching. He can speak in normal tones, and they can ask questions without following Robert's "Rules of Order."

A company specialist in packaging films, for instance, can simplify a highly technical presentation by allowing the salesmen to examine the various properties of the film at close range.

At lunchtime such a small group of salesmen can join plant officials in the company cafeteria without even advance notice to the chef. Men participating in these small conferences, staggered through the year, really get to know each other. Corresponding through the rest of the year, they find it easier to express themselves to each other. Problems are better understood, get more intelligent attention, because the men have intimate knowledge of the company and how each department operates. Milprint finds that salesmen can keep up a high pitch of enthusiasm for a full week of meetings when they can actively participate in each session.





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**CONVENTION BUREAU  
DEPT. OF PUBLICITY  
ROOM 304, CITY HALL  
MIAMI, FLORIDA**

"Interest never lags from Monday morning right through the last meeting at the end of the week," Mr. Hanson reports. "Some salesmen think the relaxed atmosphere is what keeps the little groups so enthusiastic. Others believe the practical presentation of really valuable information keeps the interest high. Certainly all the salesmen were relieved to be spared the glittering generalities that often waste time in big conventions."

### Typical Conference

A typical conference begins with a briefing on procedure and program by Mr. Hanson. Opening day continues for salesmen with an introductory plant tour and goes on after lunch with study sessions on subjects of primary importance to the salesmen. One such subject is the proper method to enter an order properly.

Printing and designing terms used everyday in the home plant are explained to the outsiders. Products such as Pliofilm, Cellophane, acetate, glassine, polyethylene and foil are described while samples are passed around the room for personal examination.

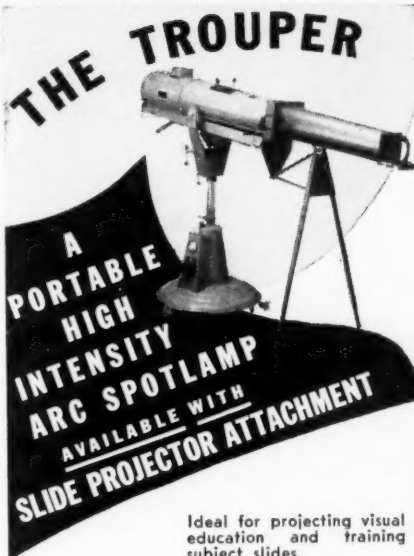
Milprint experts explain how prices are set, how credits and collections are handled. They tell what happens to an order when it arrives from a salesman.

These sessions are held in a well ventilated, well lighted conference room with ample table space for note writing. Talks do not take on the character of oratory, although the firm did discover more than one man's previously hidden oratorical talents. Speakers adopt the classroom lecture method, using actual samples, graphs, charts and pictures to drive home important points.

If the quality control man needs a few statistics for illustration he can just turn to his easel and point to figures which can easily be read by everyone in the room.

When salesmen are interested in special phases of an operation they don't have to sit through a set speech. They speak up and turn the conversation to the topics they want discussed. Roy Hanson's assistants, Jim Hopkins and Maurie Aylward, who alternate as conference leaders, keep these discussions from straying too far and too long.

Milprint also sends visitors from Milwaukee to DePere, Wis., for a look at the company's glassine mill. Here the salesman sees first hand how pulp is beaten, treated and rolled to make fine quality, long fibre glassine which is used in candy wraps, potato



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chip and pie bags and many other printed glassine products. The trip can be accomplished in a day without chartering special transportation.

When one official is unusually busy or is away, another can take his place on a program without the upset which usually comes when a formal address has to be cancelled or postponed. Company officers can meet and talk with salesmen during the week at their convenience.

Advertising and promotion men find time to talk to the salesmen about their pet ideas. Packaging experts on candy, cheese, fish, frozen foods, meat, bakery products, produce, liquor, potato chips, textiles, and the many other items sold in Milprint wrappers all go into huddles with the salesmen. Practical, shirt-sleeve sessions these are. No time is wasted and everybody has a chance to concentrate.

In spite of the practical approach of the new system, salesmen do enjoy their week in Milwaukee. Evening get-togethers are on an informal note, too. It is possible for plant officials to arrange some good bull sessions without reserving a ballroom. Frequently the small group of visiting salesmen can be entertained in the homes of official personnel. Dinners

at Milwaukee's famous German restaurants are easy to arrange at any time of the year. And, of course, salesmen usually don't want to miss touring one of the city's breweries.

Every conference has a special mid-week evening get-together which seems to become more popular all the time. At this meeting each salesman tells the story of the best sale he ever made. Ever hear a bunch of salesmen swap stories? If you did, you know there's no stopping them when they get started. Milprint salesmen are no exception.

Did you know that the father of the popular pork sausage bag was a Milprinter? Did you know that the beautifully printed modern cookie wrap that took cookies out of the traditional cookie bin was originated by a Milprint salesman?

Many Milprint salesmen were not aware of these accomplishments of their fellow-salesmen, but they are now. Thanks go to the Wednesday night "My Best Sales" talks where each man who attends the conference has his opportunity to tell of his most effective sale.

Results of this small conference procedure have convinced company officials that the annual convention is a thing of the past.

**MOTEL  
Sorrento**

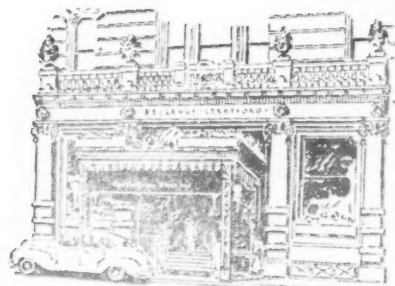
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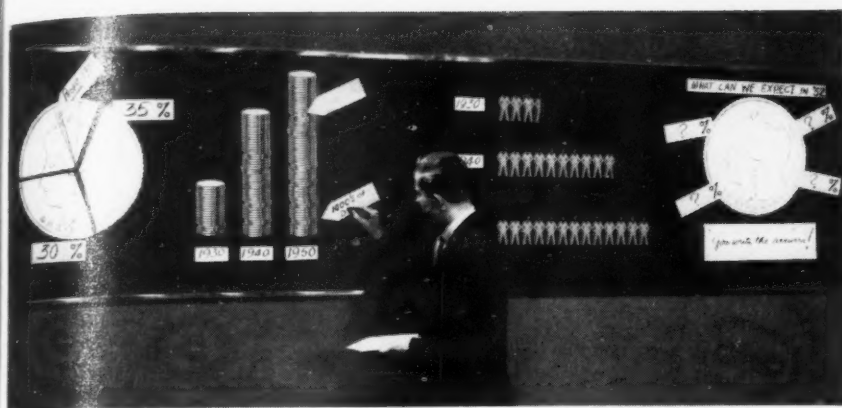
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*"New in Face—Old in Grace"*



CHROME TRIMMED and 12-foot-long, this flannel board was installed by Celanese Corp. in its conference room in Celriver, Ala. It blends with the room's luxurious appointments.

## Visuals Clinic

New audi-visual techniques and products  
to aid convention and meeting planners

**Editor's Note:** This is the first of a series of columns on visual aids. The new department will cover all aspects of visual aids including motion pictures, filmstrips, slide presentations, models and live skits. Comparative effectiveness, costs and case histories of their uses will be presented. Questions and problems of readers on visual aids are welcomed by this department.

The most old fashioned visual aid, when dressed up, has become popular with the biggest of industries for use in meetings. What they are doing to the age-old flannel board is something to see!

Flannel boards have been used by Sunday schools and missionaries for over 100 years—when cotton outing flannel was scissored out of pajamas, thumb racked on a wall, and then biblical picturizations were cut out of religious calendars, books, and catalogs and backed with sandpaper. The symbols thus sandpapered clung to the nap of the vertical flannel.

But—put chrome trim around a custom-built board, dye the flannel with a splash of color, and turn the boards out in all shapes and sizes, and industry uses flannel boards for presentations before almost any conceivable type of meeting.

Examples? Celanese Corp., Celriver, Ala., had Florez Inc., producer of visual aids, build a board three feet high and twelve feet long, trim it in chrome, and now the glamorized

flannel board graces one of the most modern conference rooms in the South.

International Cellucotton Products Co., Chicago, whose salesmen make big money selling Kotex and Kleenex, commissioned Florez to produce a flannel board for the sole purpose of honoring their leading salesmen. The board was a circle—eight feet in diameter—to form the shape of a bull's-eye rifle target. Chrome trimmed, too. Alternating bands of white and green were dyed into the vertical fabric. International Cellucotton, who imposes the highest degree of secrecy surrounding the ranking of its leading salesmen, revealed the names of 30 leaders at its



CIRCULAR BOARD used by International Cellucotton Products Co. has alternate bands of green and white dyed into the fabric.

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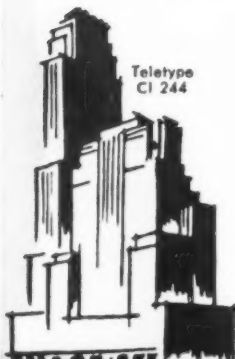
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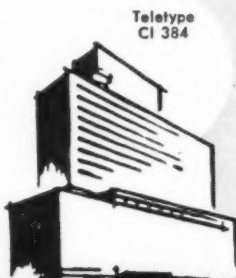
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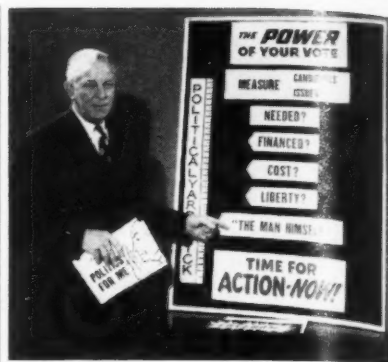
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**COMING . . . NEXT ISSUE**—A Guide to Turntables: An analysis of all forms of turntables for animation with data on selection, cost and use.



**SPEAKER'S AID** for lectures. Over 75 similar units are used by Swift & Co. in its in-plant operation. This flannel board is four feet high.

annual conference in Chicago. The name of each salesman was positioned against the highly colorful target (called "The Winners' Circle") according to rank. Those who ranked highest found their names closest to the bull's-eye target—the leader was smack in the bull's-eye. Dramatic colorful, and suspenseful is the way ICP officials report the use of the flannel board. Next year, when ICP's leading salesmen are announced, the only cost for this meeting prop will be that of making new name cards for the 1952 ranking.

A simpler board, almost square (3 ft. by 4 ft.) is currently being used by the National Education Division, Harding College, which sponsors this method as a new means of rallying citizens to vote in the forthcoming national election. A scrupulously non-partisan lecture is visually supported by the flannel board as a speaker's aid, such speakers recruited from business and industry and from community organizations. The speaker's kit is called "Power of Your Vote" and the visualized lecture is beamed at the indifferent American who believes his single vote counts for little. "Power of Your Vote" realistically proves that just a handful of votes has often swung an entire election—at local, state, or national levels.

The flannel board idea is brought to industry by improving the affinity principle. Ordinary cotton outing flannel is chemically treated before being mounted on a vertical back board—to resist moisture and thus maintain a high resiliency in the nap. Users are encouraged to improvise their own symbols—and the old time sandpaper as backing material has been replaced with a patented sheet of nylon fiber flocking called Flok-Tite. Flok-Tite sheets are each a foot square covered with a protective neel-back tape which exposes a pressure-sensitive gum. The user merely presses the fiber against cardboard symbols of his own making.

# Convention Business

Americans like to travel. The further they can go, the better they like it. It's this urge to see something different and visit someplace new that is creating a growing and well-defined secondary convention market.

This expanding market includes sales and dealer meetings to resorts and foreign places and post-convention tours by associations. An indication of the value of this business may be found in the business estimate of the Furness Lines which shows that 17% of its total yearly business is now from business and association groups.

There is every reason to believe that this travel trend will continue to grow. Here's why:

1. More and more companies are instituting sales incentive plans in the form of convention travel.

2. Association conventions are becoming important in delegate vacation plans.

Sales incentive programs are a new boon to resorts and transportation lines. They offer a potential of millions of dollars in new business from industry. Industry is turning toward sales incentive systems because conventions staged in far-off places are a greater lure than cash. Salesmen and dealers work harder to beat quotas when a trip to a tropical island is the prize than when a commission or discount is the reward.

## Costs Always Controlled

It is a matter of simple economics that industry is turning to incentive plans. While a company may plan an elaborate convention, say to Puerto Rico, it costs the company nothing unless the salesmen, jobbers, dealers, or whoever is included in the plan, meet the quotas set for the contest. Then, too, the company knows exactly how much the plan will cost because it sets the sales quotas in relation to the value of prizes it offers.

Travel incentives have dozens of jobs they can do. Trip prizes can move slow lines of merchandise; can increase sales of a complete line; can stimulate sales in special territories;

can open new accounts; can introduce a new product with strong initial sales; can stimulate trading-up; and can create good will with customers.

Many transportation lines are now offering special services for sales incentive conventions. Some, like TWA with its Travel Awards Program, have complete programs ready to provide clients. Resort Airlines has a seven-day, all-expense tour that appeals to incentive-plan users. The tour includes air transportation to the Bahamas, Haiti, and Havana, hotel rooms, meals and guides.

Typical of some of the elaborate incentive meetings in the "Dealer Celebration Cruise," staged by Philco Corp. last June. The cruise, aboard the Queen of Bermuda, took 2,200 dealers to Havana (on three separate trips to accommodate all the dealers).

## Rewards for High-Scorers

Each Philco dealer was given a book of tickets that covered everything from a captain's hat and a day at the races in Bermuda to drinks aboard ship and trap shooting at sea. The luxuriousness of the stateroom accommodations aboard ship was determined by the number of points earned by dealers in the sales contest.

Post-convention tours by associations have jumped in volume over the last two years in direct proportion to conventions themselves. A businessman or professional finds it difficult to be away from his desk too often. Therefore, when he does get out of his office to attend an important convention, he is inclined to stretch the stay and combine it with his annual vacation. This trend is noted in many groups.

Typical post-convention tour was that held by the Linen Supply Association of America. The annual convention was held in Hollywood, Fla. last April and a post-convention tour was run for 123 of the 713 delegates. Peninsular and Occidental Steamship Co. transported the group to Havana and handled the billing for the entire tour which included three

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nights in Hotel Nacional. The cost to each delegate was \$146 which covered transportation, food, cocktail parties, hotel and guided tours.

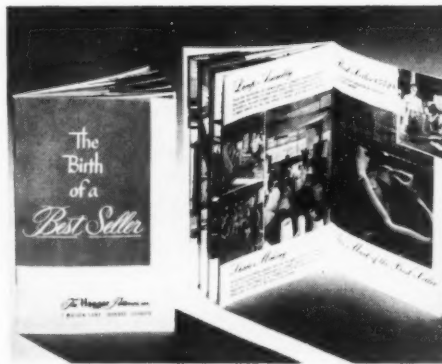
Post-convention-tour groups and sales-convention-tour groups are not always large. Singer Sewing Machine Co. expects to have salesmen winners in its sales incentive contest. The lucky salesmen will get a deluxe, seven-day cruise to Bermuda and Nassau. United States Travel Agency, Inc., is arranging the trip in June. The Agency supplies Singer with color booklets and folders describing the cruise. The booklets are distributed to the salesmen or mailed to their homes. (Wives are important in all contest promotion.)

An added promotional stunt offered by the Agency is to send picture postcards to the Singer salesmen from Bermuda. The message on the card is mimeographed and E. J. Keehn, Singer sales manager, has his name reproduced under the message.

Tours are not necessarily to tropical isles or swanky resorts. Some groups plan visits to U. S. cities.

Trips have a lure that beats anything some groups have ever tried. There are dozens of associations that use a special trip as the peg on which to hang their entire convention-attendance promotion. Several groups that used the trip promotion tried to leave it out one year. The attendance at the next convention dropped so badly in almost every case, that the big trip was put back into the program.

The most accurate barometer of the growth of convention tours and post-convention trips is the sales effort being put forth by transportation lines, hotels and cities to attract this business. Today there is about 300% more activity in promoting this business than there was just two years ago. Many airlines and hotels just now are wetting their feet in this pool of group business . . . and the pool is getting bigger each day.



RETAIL SALESPeOPLE need product information. Haeger supplies it.

### Sales Training Booklet Developed from Display

A photographic exhibit, which has been reproduced because of its immediate success, is now the basis of a sales training booklet for dealers.

Vories Fisher, industrial photographer, working with James Ryan McCue, vice-president, Western Advertising Agency, prepared a photographic exhibit to graphically present the processes through which a piece of pottery must go in the plant of The Haeger Potteries, Inc., Dundee, Ill. The exhibit contains 33 post boards, 15" by 22", on which are mounted salon-size photographs and copy. The exhibit includes materials demonstrating the various stages in the production of ceramic artware.

Designed originally for a trade market session last year, the success

of the exhibit prompted Haeger to reproduce the display five times. The displays have been traveling across the country for showing in department stores, public schools and trade shows. The displays are also being planned for appearances at women's clubs, church women's gatherings, garden clubs and home decorating groups.

The interest stirred by the exhibit gave birth to the booklet, "The Birth of a Best Seller." The sales training booklet is an amplification of the exhibit for use either with or without the exhibit.

The exhibits and booklets are being made available to dealers as part of the company's sales training program.



## News in the Convention Industry

### European Exhibit Influence

American exhibitors might be starting a trend toward the European display techniques. The General Electric booth at the Institute of Radio Engineers Show, Grand Central Palace, New York, was a double-layer exhibit. This is probably the first time that an exhibitor in this country used a two-level display although some large British shows include dozens of this type of exhibit. The balcony of G-E's exhibit was 20-feet-long and was reached by a stairway concealed in the backwall. Four desks on the balcony gave G-E technicians a conference room out of the way of the products on display and the milling crowds.

The European influence is further noted in the increased use of conference rooms built into displays. At the Fifth National Plastics Exposition, Philadelphia, most of the largest exhibits had built-in conference rooms. The E. I. du Pont de Nemours & Company exhibit, which was 36 ft. by 40 ft., had a conference room of over 200 square feet.

### Look Who Exhibits at Fairs

Think state fairs are honky-tonk? Look who's exhibiting now: the venerable Wall St. brokerage firm of Merrill Lynch, Pierce, Fenner & Beane. At the Florida State Fair in Tampa this year, two stock brokers had exhibits. The firms have discovered that the farmer has the money to invest because he's getting the high prices his city brother has to pay for food today.

### Air-Conditioned Amphitheatre

The Republican and Democratic conventions in Chicago this summer can be credited with giving Chicago its first big, permanent air-conditioned convention hall. In order to attract the political conclaves, International Amphitheatre has put a new air-conditioning system into the building. The system will use water from the Amphitheatre's own wells which are six to seven degrees cooler than city water. The same water will be used to sprinkle the roof when the humidity is low. The \$400-thousand system will reduce the hall's temperature by 15 degrees.

## When Detroit's your Convention city The SHERATON-CADILLAC'S The Hotel!



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# EXHIBITOR'S CALENDAR

Expositions, Fairs and Trade Shows as Announced for the Next 12 Months

## Accounting

**National Association of Cost Accountants**  
June 15-19 '52, New York, Attendance—500  
Arthur B. Gunnarson, secretary, 505 Park Ave., New York 22, N. Y.

## Controllars Institute of America

Oct. 5-8 '52, Detroit  
Walter Mitchell, Jr., manager director, 1 E. 42nd St., New York 17, N. Y.

## Institute of Internal Auditors

Oct. 19-21 '52, St. Louis, Attendance—500  
Bradford Cadmus, 120 Wall St., New York 5, N. Y.

## Advertising

### Mail Advertising Service Assn.

Apr. 24-26 '52, Los Angeles, Attend.—200  
Miss Ruth Brooks, Watson Brooks, Manadnock Bldg., San Francisco, Calif.

### Outdoor Advertising Assn. of America

May 25-28 '52, Chicago, Attend.—1,100  
K. L. Ghaster, 24 W. Erie St., Chicago 10, Ill.

### Natl. Assn. of Direct Selling Companies

June 1-4 '52, New York, Attend.—265  
J. M. George, 165 Center St., Winona, Minn.

### Advertising Federation of America

June 8-11 '52, N. Y. C.  
Elton G. Borton, president & general manager, 330 W. 42nd St., New York 18, N. Y.

### New York Premium Show

Sept. 15-18 '52, New York, Attend.—5,000  
Arthur Tarshis, 12 W. 72nd St., New York, N. Y.

### Direct Mail Advertising Assn.

Oct. 9-10 '52, Washington, Attend.—1,000  
Frank Frazier, 17 E. 42nd St., New York 17, N. Y.

## Agriculture

**Southwest Georgia Fat Cattle Show & Sale**  
Apr. 1-2 '52, Albany, Ga.  
C. M. Shackelford, City Gin & Mill Co., Albany, Ga.

### Grand National Jr. Livestock Exposition

Apr. 5-10 '52, San Francisco, Attendance—45,000  
Nye Wilson, manager, Cow Palace, San Francisco 24, Calif.

### Mo. Grain Feed & Seed Assn.

May 25-26 '52, Excelsior Spgs., Mo., Attend.—300  
D. A. Meinershagan, Higginsville, Mo.

### Intermountain Jr. Fat Stock Show

June 5 '52, Salt Lake City, Attend.—500  
W. D. Backman, sec., Cham. of Comm., Salt Lake City, Utah

### American Poultry & Hatchery Federation

July 22-25 '52, San Francisco  
Don M. Turnbull, executive secretary, 15 West 10th St., Kansas City 6, Mo.

### National Shade Tree Conference

Aug. 18-22 '52, Boston, Attendance—600  
L. C. Chadwick, Dept. Hort. Ohio State U., Columbus 10, Ohio

This list of trade shows and expositions is not complete. Space does not permit entry of every exhibiting event. Shows are selected from the complete list of events found in **SALES MEETINGS' Directory of Conventions and Trade Shows.**

### Kansas State Dairy Goat Show

Aug. 28-31 '52, Salina, Kan.  
Carl W. Romer, director, Admire, Kansas

### Quebec Provincial Exhibition

Aug. 29-Sept. 7 '52, Quebec City, Attendance—333,000  
E. Boucher, management director, Coliseum, Quebec, Que.

### American Soy Bean Assn.

Sept. 9-11 '52, Lafayette, Ind., Attend.—700  
George M. Strayer, Hudson, Iowa

### National Barrow Show

Sept. 16-19 '52, Austin, Minn.  
R. C. Dougherty, Geo. A. Hormel & Co., Austin, Minnesota

### 4-H Club Livestock Show & Sale

Sept. 18-20 '52, Sioux City, Iowa, Attend.—400  
Ray Rodeen, mgr., 340 Livestock Exh., Sioux City, Iowa

### Dairy Industries Supply Assn.

Sept. 22-26 '52, Chicago, Attend.—25,000  
Robert Everett, 1108 16th St. N.W., Washington 6, D. C.

### Iowa Poultry Improvement Assn.

Sept. 23-25 '52, Des Moines, Iowa, Attend.—800  
C. W. Stewart, 409 1/2 Douglas St., Ames, Iowa

### N.E. Poultry Producers Council

Sept. 30-Oct. 2 '52, Syracuse, N. Y., Attend.—6,500  
Alfred Van Wagenen, 11 W. State St., Trenton, N. J.

### Future Farmers Of Amer. Of Mo.

Oct. 13 '52, Kansas City, Mo., Attend.—7,500  
A. W. Tenney, Office Of Educ., Washington 25, D. C.

### Intl. Plowing Match & Farm Machinery Display

Oct. 14 '52, Carp, Ont., Attend.—100,000  
J. A. Carroll, Parliament Bldg., Toronto, Ont.

### Grand Natl. Livestock Exposition

Oct. 30-Nov. 8 '52, San Francisco, Attend.—140,000  
Nye Wilson, Geneva & Rio Verde, San Francisco, Calif.

### Calif. Polled Hereford Assn.

Nov. 7-8 '52, Sacramento, Calif., Attend.—500  
E. H. Spoor, Box 553, Berkeley, Calif.

### Kentucky Retail Farm Equipment Association

Nov. 13-14 '52, Louisville, Attendance—450  
C. W. Whitney, Highland Park Station, Box 8, Louisville, Ky.

### American Society of Agronomy

Nov. 17-21 '52, Cincinnati, Attendance—1,200  
L. G. Monthey, 2702 Monroe, Madison 5, Wis.

### Royal Agricultural Winter Fair

Nov. 18-26 '52, Toronto  
J. R. Johnston, secretary, Coliseum, Toronto, Ont.

### Miss. Valley Farm Equip. Assn.

Dec. 9-11 '52, St. Louis, Attend.—1,200  
W. E. Parsons, 211 Hotel DeSoto Bldg., St. Louis 1, Mo.

### New York Poultry Show

Dec. 30 '52, Jan. 3 '53, New York, Attend.—15,000  
Harvey C. Wood, Box 162, Newton, N. J.

### Mass. Fruit Growers Assn.

Jan. 6-8 '53, Worcester, Mass., Attend.—2,000  
Wm. R. Cole, 101 Fearing St., Amherst, Mass.

### National Turkey Federation

Jan. 6-8 '53, Dallas, Attend.—5,000  
M. C. Small, Mt. Morris, Ill.

### Union Agricultural Meeting

Jan. 8-10 '53, Worcester, Mass., Attend.—8,000  
Leo F. Doherty, 41 Tremont St., Boston, Mass.

### Agricultural Trade Show

Jan. 13-15 '53, Lewiston, Maine, Attend.—5,000  
Albion Goodwin, State House, Augusta, Maine

## Apparel, Fashion & Textile

### Knitting & Allied Crafts Exposition

Apr. 21-25 '52, New York  
Arthur Tarshis, 12 W. 72nd St., O. Cromwell Hotel, New York, N. Y.

### Natl. Knitted Outerwear Association

April 23-24 '52, New York, Attend.—1,500  
S. S. Korzenik, 386 Fourth Avenue, New York 16, N. Y.

### Linen Supply Association of America

May 19-21 '52, New York, Attendance—713  
H. V. Hedeon, secretary, 22 W. Monroe St., Chicago 3, Ill.

### National Retail Dry Goods Assn.—Traffic Group

May 12-14 '52, Cleveland, Attend.—300  
M. H. Landau, conv. mgr., NRDGA, 100 W. 31st St., New York, N. Y.

### Minn. Apparel Industries Dress Coat and Suit Div.

May 19 '52, Minneapolis  
T. G. Cook, mng. dir., Dyckman Hotel, Minneapolis 2, Minn.

### Southern Textile Exposition

Oct. 6-11 '52, Greenville, S. C.  
Bertha M. Green, secretary, 322 W. Washington St., P. O. Box 1323, Greenville, S. C.

### Natl. Canvas Goods Mfrs. Assn.

Oct. 12-16 '52, San Francisco  
J. E. McGregor, 216 Endicott Building, St. Paul 1, Minn.

**San Antonio Fall Dry Goods & Apparel Market**  
Oct. 24-26 '52, San Antonio  
Howell Jones, executive, secretary, Chamber of Commerce, San Antonio, Texas

**American Association of Textile Chemists & Colorists**  
Nov. 6-8 '52, Boston, Attendance—2,000  
Dr. H. C. Chapin, Lowell Textile Institute, Lowell, Mass.

**Wholesale Dry Goods Institute—Merchandise Expos.**  
Jan. 19-21 '53, New York  
Clapp & Foliak, Inc., 341 Madison Ave., New York 17, N. Y.

**National Cotton Council of America**  
Feb. 18-20 '53, Savannah, Ga., Attend.—200  
Ernest Stewart, Box 18, Memphis, Tenn.

### Arts

**Eastern Arts Association**  
Apr. 16-19 '52, Atlantic City, Attendance—1,000  
Vincent A. Roy, convention manager, 215 Ryerson St., Brooklyn, N. Y.

**American Industrial Arts Association**  
Apr. 30-May 3 '52, Chicago, Attendance—700  
D. Arthur Bricker, secretary-treasurer, 123 E. Ninth St., Cincinnati 2, Ohio

### Automotive

**S. A. E. National Aeronautic Meeting**  
Apr. 21-24 '52, New York  
J. A. C. Warner, 29 W. 39th St., New York 18, N. Y.

**Automotive Engine Rebuilders Assn.**  
May 5-7 '52, San Antonio, Tex., Attendance—500  
R. G. Patterson, 419 N. Capitol Ave., Indianapolis 4, Ind.

**Southeast Automotive Show**  
May 16-17 '52, Asheville, N. C.  
Harry Gee, sec., Federal-Mogul, Atlanta, Ga.

**Automotive Accessory Exhibit**  
June 23-26 '52, Chicago  
R. G. Ames, 1414 S. Michigan Ave., Chicago, Ill.

**National Truck Body Manufacturers Association**  
Sept. 22-24 '52, Kansas City  
S. D. Burton, 1122 Dupont Circle, Washington, D. C.

**National Association of Independent Tire Dealers, Inc.**  
Oct. 12-15 '52, St. Louis, Attendance—2,200  
W. M. Marsh, Waytt Bldg., 777 14th St., N.W., Washington, D. C.

**Fla. Auto. Dealers Association**  
Nov. 23-25 '52, Miami Beach, Attend.—650  
W. C. Mallory, 27 E. Central, Orlando, Fla.

**Automotive Service Industries Show**  
Dec. 10-13 '52, Atlantic City, Attend.—20,000  
A. B. Coffman, 111 W. Jackson Blvd., Chicago 4, Ill.

**Southwest Automotive Show**  
Mar. 22-29 '53, Dallas, Attend.—20,000  
Dean Johnson, 715 Francis St., Houston, Texas

### Aviation

**American Assn. of Airport Execs.**  
Apr. 23-26 '52, Fort Worth, Attend.—200  
Melvin H. Muss, secy-treas., Municipal Airport, Reading, Pa.

**Shawnee Air Fair & Ind. Exposition**  
June 7-8 '52, Shawnee, Okla.  
Jerry Casey, gen. mgr., 2009 N. Broadway, Shawnee, Okla.

**Air Industries & Transport Association of Canada**  
Oct. '52, Montebello, P.Q., Attendance—350  
R. E. Redmayne, 108 1/2 Sparks St., Rm. 315, Ottawa, Ont.

### Banking, Credit & Finance

**National Association of Credit Men**  
May 11-15 '52, Houston, Attendance—2,000  
O. W. Harigel, Houston National Bank, Houston, Texas

**National Association of Bank Auditors & Comptrollers—Western Region**  
May 19-21 '52, Portland, Attendance—400  
D. R. Cochard, executive secretary, 38 S. Dearborn St., Rm. 762, Chicago 3, Ill.

**Natl. Assn. of Bank Auditors & Comptrollers**  
May 22-24 '52, St. Paul, Minn., Attend.—400  
D. R. Cochard, exec. sec., 38 S. Dearborn St., Chicago, Ill.

**National Retail Credit Association**  
June 23-26 '52, Washington, D. C., Attendance—1,500  
L. S. Crowder, 375 Jackson Ave., St. Louis 3, Mo.

**Savings Assn. League of New York State**  
Sept. 8-11 '52, Saranac Inn, N. Y., Attend.—600  
David Ford, 551 5th Ave., New York, N. Y.

**American Bankers Association Annual Convention**  
Sept. 28-Oct. 1 '52, Atlantic City, Attendance—4,000  
Merle E. Selecman, secretary, 12 E. 36th St., New York 16, N. Y.

**Mortgage Bankers Association of America**  
Sept. 30-Oct. 3 '52, Chicago, Attendance—1,800  
G. K. Patterson, 111 W. Wash St., Chicago, Ill.

**National Association of Bank Auditors & Comptrollers**  
Oct. 22-30 '52, Milwaukee, Attendance—1,000  
D. R. Cochard, 38 S. Dearborn St., Chicago 3, Ill.

**United States Savings & Loan League**  
Nov. 10-14 '52, New York, Attendance—2,200  
W. W. Jasinsky, 221 N. LaSalle St., Chicago 41, Ill.

### Barber, Beautician & Cosmetics

**Beauty & Barber Supply Institute Inc.**  
Aug. 18-21 '52, Chicago, Attendance—3,000  
Joseph Byrne, 19 W. 44th St., New York 18, N. Y.

**Educational Beauty Clinic & Trade Show**  
Apr. 20-21 '52, Tulsa, Okla., Attend.—1,500  
Edna Johnson, 208 W. 8th St., Tulsa, Okla.

**Hollywood & Western States Hair Design Council**  
May 24-25 '52, Los Angeles, Attendance—12,000  
Theodore Aerts, chairman, 158 N. Larchmont Blvd., Hollywood, Calif.

**Illinois State Hairdressers & Cosmetologists**  
Sept. 7-8 '52, Chicago, Attendance—2,200  
C. D. Behan, director, 139 N. Clark St., Rm. 1820, Chicago 2, Ill.

**Memphis Cosmetic Club**  
Sept. 8 '52, Memphis, Attendance—290  
Nat Button, president, 1752 Lawrence Place, Memphis, Tenn.

**Pan-American Beauty Trade Exposition**  
Sept. 14-16 '52, New Orleans, Attend.—2,000  
Mrs. Ruth Crow, 3335 Dixie Drive, Houston, Texas

**Associated Master Barbers of N. J.**  
Oct. 5-6 '52, Asbury Park, N. J., Attend.—400  
Thomas Zappo, 46 Academy St., Newark, N. J.

### Beverages

**Small Brewers Association**  
Oct. 12-14 '52, Chicago, Attendance—12,000  
W. M. O'Shea, 188 W. Randolph St., Chicago 1, Ill.

**American Bottlers of Carbonated Beverages**  
Nov. 14-18 '52, Atlantic City, Attend.—6,000  
John J. Riley, sec., 1128 Sixteen St., Washington, D. C.

### Building & Building Materials

(Also see Home Shows)

**N.W. Plaster Bureau**  
Apr. 4-6 '52, Vancouver, B. C., Attend.—500  
C. F. Clay, 215 W. Harrison St., Seattle, Wash.

**Builders Association of Metropolitan Detroit**  
Apr. 18-27 '52, Detroit, Attendance—300,000  
Kathryn E. Prost, general manager, 1642 Buhl Building, Detroit 26, Mich.

**Black Hills Building & Industrial Show**  
Apr. 24-26 '52, Deadwood, S. D.  
Wm. S. Berry, 138 Sherman St., Deadwood, S. D.

**Central New York Builders Show**  
Apr. 25-30 '52, Syracuse  
C. J. Pollatsek, executive secretary, 206 Butternut St., Syracuse 2, N. Y.

**Amer. Institute of Architects**  
June 5-7 '52, Asbury Park, N. J.  
Arthur B. Holmes, 27 Washington St., Newark, N. J.

**American Congress of Surveying & Mapping**  
June 11-13 '52, Washington, D. C., Attendance—1,000  
W. S. Dix, executive secretary, P.O. Box BF Station, Washington 4, D. C.

**American Institute of Architects**  
June 24-27 '52, New York City, Attendance—15,000  
J. C. Rankin, 1741 New York Ave., N.W., Washington 6, D. C.

**Calif. Council of Architects**  
Oct. 9-11 '52, Yosemite Park, Calif., Attend.—500  
F. A. Chase, 3723 Wilshire Blvd., Suite 9A, Los Angeles 5, Calif.

**National Assn. Housing Officials**  
Oct. 13 '52, Buffalo, N. Y.  
Otto F. List, mgr., 1313 E. 60th St., Chicago 37, Ill.

**Canadian Institute of Surveying**  
Feb. 4-6 '53, Ottawa, Attend.—400  
W. L. MacIlquham, 41 Grove Ave., Ottawa, Ont.



## Business & Management

### Pacific Coast Management Conference

Apr. 15-16 '52, Berkeley, Calif.  
E. Van Every, 2180 Milvia St., Berkeley, Calif.

### Southern Appalachian Industrial Exhibit

May 14-16 '52, Bluefield, W. Va., Attendance—50,000  
J. B. Wooldridge, P.O. Box 244, Bluefield, W. Va.

### Retail Merchants Association of Texas

May 18-20 '52, San Antonio, Attendance—600  
C. T. Lux, 506 Scarborough Building, Austin, Texas

### National Sales Executives

May 26-28 '52, San Francisco, Attendance—1,500  
Robert A. Whitney, president, Shelton Hotel, Lexington Ave., New York City

### National Association of Direct Selling Companies

June 1-4 '52, New York City  
L. E. Deilke, 165 Center St., Winona, Minn.

### Industrial Management Society

Nov. 5-7 '52, Chicago  
Lewis M. Glassner, 35 E. Wacker Drive, Chicago 1, Ill.

## Cemeteries & Funeral Directors

### Arkansas Funeral Directors Association

Apr. 17-18 '52, Little Rock, Attendance—300  
C. Albert Roth, secretary-treasurer, 815 Main St., Little Rock, Arkansas

### New York State Funeral Directors Association

June 3-5 '52, Lake George, N. Y.  
G. Goodstein, counsel, 369 Lexington Ave., New York 17, N. Y.

### Cemetery Association of Pennsylvania

June 16-17 '52, Dubois, Pa.  
Harry E. Sanders, secretary, 13th & Liberty Sts., Harrisburg, Pa.

### American Cemetery Association

Aug. 17-21 '52, Pittsburgh, Attendance—450  
W. C. Henning, 50 W. Broad St., Columbus 15, Ohio

### New Jersey State Funeral Directors' Association

Sept. 9-12 '52, Atlantic City, Attendance—800  
J. H. Broemel, secretary, 347 Lafayette St., Newark 5, N. J.

### Ontario Funeral Service Association

Sept. 28-30 '52, London, Ont., Attendance—500  
E. T. Baycroft, executive secretary, 80 William St., Barrie, Ont.

## Chemistry

### American Association Cereal Chemists

Apr. 20-24 '52, Dallas, Attendance—400  
Dr. Hugh Parker, Wallace Tiernan Co., Belleville, N. J.

### Chemical Institute Of Canada

June 2-4 '52, Montreal, Attend.—1,200  
G. T. Page, 18 Rideau St., Ottawa, Ont.

### Natl. Chemical Exposition

Sept. 9-13 '52, Chicago, Attend.—40,000  
J. J. Doheny, 86 E. Randolph St., Chicago, Ill.

### Chemical Specialties Manufacturers Association Inc.

Dec. 7-9 '52, New York City, Attendance—500  
Mrs. E. D. Sullivan, 110 E. 42nd St., New York 17, N. Y.

## Cleaning, Dyeing & Laundry

### Laundry & Cleaner Allied Trades Assn.

Apr. 23-26 '52, White Sulphur Springs, W. Va., Attend.—350  
R. R. Jackson, Jr., 95 Liberty St., New York, N. Y.

### American Institute of Laundering

Oct. 3-5 '52, Atlantic City, Attendance—3,000  
Albert Johnson, secretary-treasurer, P.O. Drawer 1187, Joliet, Ill.

### Natl. Institute of Rug Cleaning

Jan. 17-19 '53, Chicago, Attend.—500  
R. M. Powell, 909 Burlington Ave., Silver Spring, Md.

## Coal & Petroleum

### (Also see Minerals & Mining)

### Nebr. Assn. Liquefied Petroleum Gas Dealers

Apr. 7-9 '52, Omaha, Nebr., Attend.—200  
Freemont Meyers, 628 Keeline Bldg., Omaha, Nebr.

### American Oil Chemists' Society

Apr. 28-30 '52, Houston, Attendance—400  
J. L. Schnake, Anderson, Clayton & Company, Box 2538, Houston 1, Texas

### Liquefied Petroleum Gas Association

May 12-14 '52, Chicago, Attendance—2,500  
A. C. Kreutzer, vice president, 11 S. LaSalle St., Chicago 3, Ill.

### Indiana Coal Merchants Association

May 19-21 '52, French Lick, Ind., Attendance—592  
J. S. Weber, executive-secretary, 604 Merchants Bank Building, Indianapolis 4, Ind.

### Southwest Butane Exposition

June 18-20 '52, Dallas, Attend.—500  
W. J. Lawson, 705 Lamar Blvd., Austin, Texas

### Petroleum Marketers Assn. of Texas

Aug. 17-19 '52, Mineral Wells, Texas, Attend.—750  
H. L. Allen, 3601 McKinney, Houston, Texas

### American Oil Chemists Society

Oct. 20-22 '52, Cincinnati, Attend.—500  
M. Argne, Clayton & Co., Houston, Texas

## Coin & Vending Machines

### National Automatic Merchandising Assn.

Sept. 14-17 '52, Chicago, Attendance—5,500  
C. S. Darling, 7 So. Dearborn St., Chicago 3, Ill.

## Communications

### U. S. Independent Telephone Association

Oct. 15-17 '52, Chicago, Attendance—2,500  
Stewart A. Collins, 411-17 Munsey Bldg., Washington 4, D. C.

## Containers & Packaging

### American Management Association National Packaging Exposition

Apr. 1-4 '52, Atlantic City, Attendance—8,500  
Clapp & Poliak Inc., 341 Madison Ave., New York 17, N. Y.

### Produce Prepackaging Association

June 10-12 '52, Columbus, Ohio, Attendance—350  
R. A. Cooper, secretary, 420 Lexington Ave., New York, N. Y.

## Indust. Packaging & Materials Handling Exposition

Oct. 6-10 '52, Philadelphia, Attend.—5,000  
C. J. Carney, Jr., 20 W. Jackson Blvd., Chicago, Ill.

## Decorating & Decorating Supplies

### National Association of Display Industries

June 18-20 '52, New York, Attendance—2,500  
John F. Bowman, Jr., manager-director, 203 N. Wabash Ave., Rm. 1106, Chicago, Ill.

### Federation of Paint & Varnish Production Clubs

Nov. 20-24 '52, Chicago, Attendance—1,750  
C. Homer Flynn, 1524 Chestnut St., Phila. 2, Pa.

## Education

### Alabama Education Association

Apr. 3-4 '52, Birmingham, Attendance—8,000  
Vincent Raines, advertising manager, 422 Dexter Ave., Montgomery, Ala.

### Illinois Vocational Association

Apr. 3-5 '52, Chicago, Attendance—2,200  
A. LaPointe, exhibit manager, 228 N. LaSalle St., Rm. 634, Chicago 1, Ill.

### Georgia Education Association

Apr. 3-5 '52, Atlanta, Attendance—5,000  
Mrs. M. B. Jones, assistant editor, 704 Walton Building, Atlanta, Ga.

### Amer. Assn. Health Physical Educ. & Recreation

Apr. 6-10 '52, Los Angeles, Attend.—4,000  
Dr. C. A. Troester, Jr., exec. sec., 1201 16th St. N.W., Washington 6, D. C.

### Inland Empire Education Assn.

Apr. 9-11 '52, Spokane, Wash., Attend.—3,500  
R. C. Anderson, local chrm., West 503 Fourth Ave., Spokane, Wash.

### Eastern Business Teachers Association

Apr. 9-12 '52, Buffalo  
T. N. LaMonte, exhibit chairman, 12-20 27th Ave., Long Island City 2, N. Y.

### Michigan Assn. of School Business Officials

Apr. 10-12 '52, Detroit, Attend.—250

A. C. Lamb, 5105 Second, Detroit 2, Mich.

### National Catholic Educational Association

Apr. 15-18 '52, Kansas City, Mo., Attendance—5,500

J. E. Cummings, convention manager, 1765 Massachusetts Ave., N. W. Washington, D. C.

### Florida Education Association

Apr. 17-19 '52, Miami, Attendance—5,500  
Ed. Henderson, executive secretary, 220 Centennial Building, Tallahassee, Fla.

### National Association of College Stores

Apr. 23-25 '52, Miami, Attendance—700  
Russell Reynolds, 33 W. College St., Oberlin, Ohio

### Commercial Education Association

May 10 '52, New York, Attendance—1,000  
Sidney Klevorich, arrangements chairman, Central Commercial High School, New York, N. Y.

### Pennsylvania Vocational Association

June 18-20 '52, Eagles Mere, Pa., Attendance—600  
R. O. Gallington, secretary-treasurer, 304 Burrows Building, Penn State, State College, Pa.

### Canadian Home Economics Association

June 24-26 '52, Vancouver  
Isabel Shaw, secretary, 715 Landsdowne Ave., Saskatoon, Sask.

**Amer. Home Economics Assn.**  
June 24-27 '52, Atlantic City, Attend.—20,000  
Mrs. Gertrude N. Stieber, 700 Victor Bldg., Washington 1, D. C.

**American Association of Junior Colleges**  
June 25-28 '52, Boston, Attendance—569  
J. P. Bouche, executive secretary, 1785 Massachusetts Ave., N. W., Washington 6, D. C.

**National Council of Geography Teachers**  
Aug. 6-7 '52, Washington, Attendance—600  
Miss M. Melvina, secretary, State Teachers College, Oswego, N. Y.

**Association of School Business Officials**  
Oct. 12-14 '52, Atlantic City, Attendance—800  
H. W. Anderson, 710 Kalamazoo Bldg., Kalamazoo, Mich.

**Missouri State Teachers Assn.**  
Nov. 5-7 '52, Kansas City, Mo., Attend.—15,000  
Marvin Shomberger, Teachers Bldg., Columbia, Mo.

**New Jersey Education Assn.**  
Nov. 6-9 '52, Atlantic City  
F. L. Hipp, 200 Stacy Trent Hotel, Trenton, N. J.

**Southern Business Educ. Assn.**  
Nov. 27-29 '52, Atlanta, Ga., Attend.—350  
Miss Gladys Peck, supv. bus. educ., Dept. of Education, Baton Rouge, La.

**American Vocational Association**  
Dec. 2-5 '52, Boston  
M. D. Mobley, executive secretary, 1010 Vermont Ave., Washington, D. C.

**Amer. Alumni Council—Midwest Reg., Dist. 5**  
Dec. 3-5 '52, Highland Park, Ill., Attend.—100  
James Gage, Beloit College, Beloit, Wis.

**Modern Language Association of America**  
Dec. 27-29 '52, Boston  
L. R. Bradley, treasurer, 100 Washington Square, E., New York 3, N. Y.

### Electrical

**International Lighting Exposition**  
May 6-9 '52, Cleveland  
F. J. Martin, National Electric Manufacturers Assn., 155 E. 44th St., New York 17, N. Y.

**West Coast Electronic Manufactures Association**  
Aug. 27-29 '52, Long Beach, Calif.  
H. Parker, manager, 1980 Jefferson St., San Francisco 23, Calif.

**International Association of Electrical Inspectors—NW Section**  
Sept. 11-13 '52, Twin Falls, Idaho, Attendance—202  
W. L. Gaffney, secretary-treasurer, 402 City Hall, Tacoma, Wash.

**International Association of Electrical Inspectors—SW Section**  
Sept. 18-20 '52, Fresno, Calif., Attendance—160  
L. B. Starling, chief inspector, City Hall, Fresno, Calif.

**National Electronics Conference**  
Sept. 29-Oct. 1 '52, Chicago  
Kipling Adams, exhibit chairman, 920 S. Michigan St., Room 212, Chicago 5, Ill.

**Natl. Rural Electric Cooperative Assn.**  
Jan. 26-27 '53, San Francisco, Attend.—3,500  
C. T. Ellis, 1303 New Hampshire Ave., N.W., Washington, D. C.

### Engineering

**N. J. Society of Prof. Engineers**  
Apr. 24-25 '52, Newark, N. J., Attend.—1,500  
C. J. Dodge, mng. dir., 86 E. State St., Trenton, N. J.

**Assn. of Iron & Steel Engineers**  
Apr. 28-29 '52, Cincinnati, Attend.—800  
T. J. Ess, 1010 Empire Bldg., Pittsburgh, Pa.

**Universal Craftsmen Council of Engineers**  
Aug. 5-8 '52, New York City, Attendance—300  
A. E. Thomas, Convention Secretary, 9 DeKalb Ave., Brooklyn 1, N. Y.

**Instrument Society of America**  
Sept. 8-12 '52, Cleveland, Attendance—10,000  
Richard Rimbach, 921 Ridge Ave., Pittsburgh 12, Pa.

**Indiana Society of Prof. Engrs.**  
Dec. 5-6 '52, Gary, Ind., Attend.—400  
Sam Busby, 714 C. of C. Bldg., Indianapolis, Ind.

**Amer. Society For Testing Materials**  
Mar. 2-6 '53, Detroit  
C. L. Warwick, 1916 Race St., Philadelphia 3, Pa.

**Ohio Society of Prof. Engrs.**  
Mar. 5-7 '53, Columbus, Ohio, Attend.—1,000  
L. A. Chacey, 40 W. Gay St., Columbus 15, Ohio

### Entertainment

**Indpt. Theatre Owners of Ohio**  
May 19-21 '52, Cleveland, Attend.—300  
Robert Wile, 55 E. State St., Columbus 15, Ohio

**National Assn. of Dance and Affiliated Artists**  
Aug. 3-8 '52, Chicago, Attend.—800  
C. L. Smith, 1920 W. 3rd St., Los Angeles 5, Calif.

**Allied States Assn. Motion Pictures Exhibitors**  
Nov. 17-19 '52, Chicago, Attend.—600  
A. F. Myers, 1131 Dupont Circle Bldg., Washington 15, D. C.

**Ohio Brotherhood of Magicians**  
Feb. 13-14 '53, Columbus, Ohio, Attend.—400  
S. W. Reilly, 57 E. Long St., Columbus 15, Ohio

### Fairs

**National Wheat Harvest Festival**  
June 1-7 '52, Wichita Falls, Texas, Attendance—200,000  
J. Paul Montgomery, P. O. Box 1860, Wichita Falls, Texas

**Northern Wisconsin District Fair**  
Aug. 6-11 '52, Chippewa Falls, Wis., Attendance—145,000  
A. L. Putnam, section-manager, Box 284, Chippewa Falls, Wis.

**Rhode Island State Fair**  
Aug. 10 '52, Kingston, R. I., Attendance—31,000  
J. C. Muldowney, Green Inn, Narragansett, R. I.

**Upper Peninsula State Fair**  
Aug. 13-18 '52, Escanaba, Mich., Attendance—100,000  
H. P. Lindsay, Box 203-Escanaba, Mich.

**Iowa State Fair-Des Moines**  
Aug. 22-29 '52, Des Moines  
L. B. Cunningham, secretary, State House, Des Moines, Iowa

**Canadian National Exhibition**  
Aug. 22-Sept. 6 '52, Toronto, Attendance—2,699,000  
E. A. Hughes, general manager, Exhibition Park, Toronto, Ont.

**California State Fair**  
Aug. 28-Sept. 7 '52, Sacramento, Calif., Attendance—750,000  
E. P. Green, P. O. Box 2036, Sacramento, Calif.

**Western Fair Association**  
Sept. 8-13 '52, London, Ontario  
W. D. Jackson, manager, Queens Park, London, Ont.

**Los Angeles County Fair**  
Sept. 12-28 '52, Pomona, Calif., Attendance—1,000,000  
C. B. Afflerbaugh, Pomona, Calif.

**Eastern States Exposition**  
Sept. 14-20 '52, W. Springfield, Mass., Attend.—500,000  
C. A. Nash, 1305 Memorial Ave., W. Springfield, Mass.

**Corn Palace Festival**  
Sept. 22-27 '52, Mitchell, S. D., Attend.—50,000  
J. M. Good, Chamber of Commerce, Mitchell, S. D.

**New Jersey State Fair**  
Sept. 23-30 '52, Trenton, Attendance—400,000  
N. L. Marshall, P. O. Box 669, Trenton 4, N. J.

**Alabama State Fair**  
Oct. 1-7 '52, Birmingham, Attendance—260,000  
R. H. McIntosh, State Fair Authority, Birmingham 8, Ala.

**Texas State Fair**  
Oct. 4-19 '52, Dallas, Attendance—2,000,000  
James Stewart, Fair Park, Dallas, Texas

**Louisiana State Fair**  
Oct. 18-26 '52, Shreveport, La., Attendance—1,550,000  
W. R. Hirsch, State Fair Grounds, Shreveport, La.

**Pensacola Interstate Fair**  
Oct. 29-Nov. 3 '52, Pensacola, Fla., Attendance—100,000  
J. E. Frenkel, Box 255, Pensacola, Fla.

**Arizona State Fair**  
Nov. 2-11 '52, Phoenix  
Paul F. Jones, Fair Grounds, Phoenix, Ari.

**Women's International Exposition**  
Nov. 3-9 '52, New York, Attend.—125,000  
Mrs. Addie B. Scott, VP, 480 Lexington Ave., N. Y. C., N. Y.

### Fire Protection

**N. J. State Firemen's Assn.**  
Sept. 11-13 '52, Atlantic City, Attend.—2,000  
Chris H. Hasselhuhn, Chamber of Commerce Bldg., Newark 2, N. J.

## Fish

**Nova Scotia Fisheries Exhibition**  
Sept. 9-13 '52, Lunenburg, N.S., Can., Attendance—30,000  
B. J. Walters, manager, P. O. Box 553, Lunenburg, N. S., Canada

## Flowers & Gardens

**California Spring Garden Show**  
Apr. 25-May 2 '52, Oakland, Calif., Attendance—115,000  
Ned S. Rucker, general manager, 920 Fallon St., Oakland 7, Calif.

**Massachusetts Horticultural Society-Daffodil Show**  
May 5-6 '52, Boston  
Arno H. Nehrling, director exhibitions, 300 Massachusetts Ave., Boston 15, Mass.

**Massachusetts Horticultural Society-Tulip Show**  
May 15-16 '52, Boston  
Arno H. Nehrling, director exhibitions, 300 Massachusetts Ave., Boston 15, Mass.

**Florida State Florists Assn.**  
May 25-27 '52, Miami, Attend.—600  
John E. Forence, sec., RD #1, Box 50, Orlando, Fla.

**Massachusetts Horticultural Society-June Show**  
June 12-13 '52, Boston  
Arno H. Nehrling, director exhibitions, 300 Massachusetts Ave., Boston 15, Mass.

**Montana Federation of Garden Clubs**  
June 23-27 '52, Missoula, Mont., Attendance—150  
Mrs. H. Shryock, president, Rt. 3, Missoula, Montana

**Texas State Florists Assn.**  
July 13-17 '52, Dallas, Attend.—1,200  
Wise Adkisson, Box 846, Greenville, Texas

**Iowa State Gladiolus Show**  
Aug. 12-13 '52, Sioux City, Iowa, Attendance—1,200  
N. S. Collins, secretary-treasurer, State House, Des Moines, Iowa

**Eastern International Gladiolus Show**  
Aug. 12-13 '52, Binghamton, N. Y., Attendance—25,000  
Fred H. Stevens, show manager, RD #1, Marathon, N. Y.

**Massachusetts Horticultural Society**  
Aug. 18-19 '52, Boston, Attend.—5,000  
Arno H. Nehrling, dir., 300 Massachusetts Ave., Boston, Mass.

**Massachusetts Horticultural Society-Products of Children's Gardens**  
Aug. 20-21 '52, Boston  
Arno H. Nehrling, director exhibitions, 300 Massachusetts Ave., Boston 15, Mass.

**Algona Gladiolus Show**  
Aug. 20-21 '52, Algona, Iowa  
W. W. Gillespie, Algona, Iowa

**Mass. Horticultural Society**  
Oct. 8-9 '52, Boston  
Arno H. Nehrling, dir., 300 Massachusetts Ave., Boston, Mass.

**Mass. Horticultural Society**  
Nov. 6-9 '52, Boston, Mass.  
Arno H. Nehrling, dir., 300 Massachusetts Ave., Boston 15, Mass.

**Indiana Horticultural Society**  
Jan. 14-16 '53, Indianapolis, Attend.—400  
R. L. Klackle, Hort. Dept., Purdue Univ., W. Lafayette, Ind.

**Ohio State Horticultural Society**  
Feb. 4-6 '53, Columbus, Ohio, Attend.—500  
Carl W. Ellenwood, sec., Ohio Agric. Experimental Sta., Wooster, Ohio

## Food & Food Processing

**International Food & Home Show**  
Apr. 26-May 4 '52, Detroit  
Geo. J. Lord, manager, 301 Plymouth Building, Minneapolis 3, Minn.

**Minnesota Food Retailers Assn.**  
Apr. 27-29 '52, Minneapolis, Attend.—800  
Earl F. Altnow, exec. sec., 500 Robert St., St. Paul 1, Minn.

**United States Wholesale Grocers Association**  
Apr. 27-30 '52, Chicago  
H. O. Smith, Jr., USWGA, 837 Investment Bldg., Washington 5, D. C.

**National Independent Meat Packers Association**  
Apr. 28-30 '52, Chicago, Attendance—2,500  
C. B. Heinemann, 740—11th St., N.W., Washington 1, D. C.

**Canadian Baking Exposition**  
Apr. 30-May 1 '52, Toronto  
W. E. Floody, c/o The Baker's Journal, 21 Kings St., E. Toronto 1, Canada

**N. J. Food Merchants Assn.**  
May 10-12 '52, Asbury Park, N. J., Attend.—5,000  
Fred Kaminows, 30 Journal Square, Jersey City, N. J.

**Super Markets Institute Inc.**  
May 11-15 '52, Cleveland, Attendance—7,500  
Don Parsons, 500 N. Dearborn St., Chicago 10, Ill.

**Baltimore Food Show & Home Appliance Exposition**  
May 18-19 '52, Ocean City, Md.  
Jos. L. Manning, sec., Rm. 403, 22 S. Light St., Baltimore 2, Md.

**National Candy Wholesalers Association**  
May 18-20 '52, Chicago, Attendance—1,500  
C. M. McMillan, executive secretary, 1424 K St., N.W., Suite 500, Washington 5, D. C.

**Association of Operative Millers**  
May 19-23 '52, Buffalo, Attendance—900  
Donald S. Eber, secretary, 639 Board of Trade Bldg., Kansas City 6, Mo.

**Institute of Food Technologists**  
June 8-11 '52, Grand Rapids, Mich.  
Tom Smith, secretary, Civic Opera Bldg., 20 N. Wacker Drive, Chicago 6, Ill.

**National Retail Tea & Coffee Merchants Association**  
June 8-12 '52, Chicago  
Oliver J. Corbett, secretary manager, 1441 Merchandise Mart, Chicago, Ill.

**Institute of Food Technologists—Calif. Section**  
June 8-12 '52, Grand Rapids, Mich., Attend.—3,000  
John S. Beckett, 921 N. Everett St., Glendale 7, Calif.

**Texas Retail Grocers Assn.**  
Aug. 3-5 '52, Dallas, Attend.—1,500  
Jerry Johnson, mgr., 1701 La Salle Ave., Waco, Texas

**National Food Distributors Association**  
Aug. 11-14 '52, Chicago  
E. J. Martin, secretary-manager, 100 E. Ohio St., Chicago 11, Ill.

**Wisconsin Retail Food Dealers Association**  
Aug. 17-19 '52, Green Bay, Wis., Attendance—500  
F. B. Wienke, secretary-manager, 611 N. Broadway, Milwaukee 2, Wis.

**Wash. Retail Grocers & Meat Dealers Assn.**  
Aug. 19-21 '52, Seattle  
R. A. Campbell, 619 Lloyd Bldg., Seattle Wash.

**Houston Food Fair**  
Aug. 31-Sept. 3 '52, Houston, Attend.—100,000  
Tom Cloud, dir., 2621 Travis St., Houston Texas

**Natl. Frozen Food Locker Institute**  
Sept. 14-17 '52, Omaha  
R. Madiera, Elizabethtown, Pa.

**Okla. Retail Grocers Assn.**  
Oct. 8-13 '52, Oklahoma City, Attend.—25,000  
I. O. Bowman, 406 American Natl. Bldg., Oklahoma City, Okla.

**Cleveland Food Show & Home Show**  
Oct. 9-17 '52, Cleveland  
H. S. Glenzer, 1847 E. 55th St., Cleveland, Ohio

**Virginia Independent Food Dealers Association**  
Oct. 12-14 '52, Richmond  
S. F. Straus, executive, secretary, 1109 E. Cary St., Richmond 19, Va.

**American Bakers Assn.**  
Oct. 18-22 '52, Chicago, Attend.—2,500  
Harold Fiedler, 20 N. Wacker Drive, Chicago 6, Ill.

**St. Joseph Food Show**  
Nov. 3-6 '52, St. Joseph, Mo.  
Bernard Witt, Jr., mgr., 401 N. 4th St., St. Joseph, Mo.

**Western States Meat Packers Assn.**  
Feb. 11-13 '53, San Francisco  
E. F. Forbes, pres. & gen. mgr., 604 Mission St., San Francisco, Calif.

## Gifts & Jewelry

**Lancaster Antiques Show**  
Apr. 7-10 '52, Lancaster, Pa.  
Mabel I. Renner, mng. dir., 483 W. Market St., York, Pa.

**Pittsburgh Gift Show**  
Apr. 15-18 '52, Pittsburgh  
John M. Hammer, Box 227, Knox, Pa.

**Okla. Retail Jewelers Assn.**  
Apr. 20-21 '52, Oklahoma City, Attend.—750  
H. C. Stuhr, 315 W. Main St., Oklahoma City, Okla.

**Eastern States Antiques Fair**  
May 5-10 '52, White Plains, N. Y.  
C. J. Nuttall, 140 Clinton Ave., Dobbs Ferry, N. Y.

**Hershey Antiques Show**  
May 19-21 '52, Hershey, Pa.  
Mrs. Mabel I. Renner, mng. dir., 843 W. Market St., York, Pa.

**California Gift Show**  
July 20-25 '52, Los Angeles, Attend.—7,000  
Woody C. Klingborg, gen. mgr., L. A. Trade Fair, Inc., 1141 S. Brdwy., Los Angeles, Calif.

**Amarillo Gift Show**  
July 27-29 '52, Amarillo, Texas  
Ann Howell, secretary, c/o Chamber of Commerce, Amarillo, Texas



**Kansas City Gift Show**

Aug. 17-21 '52, Kansas City, Mo.  
Fred Sands, secretary, 1610 Dierks Bldg.,  
Kansas City, Mo.

**National Association of Credit Jewelers**

July 27-31 '52, Chicago  
Geo. E. Grayou, show manager, 812 Olive  
St., St. Louis 1, Mo.

**Buffalo Gift Show**

Aug. 3-6 '52, Buffalo  
J. M. Hammer, Box 227, Knox, Pa.

**Pittsburgh Gift Show**

Aug. 10-13 '52, Pittsburgh  
John M. Hammer, Box 227, Knox, Pa.

**American National Retail Jewelers Association**

Aug. 10-14 '52, New York  
Charles T. Evans, secretary, 551 5th Ave.,  
New York 17, N. Y.

**Asheville Antiques Fair**

Aug. 12-15 '52, Asheville, N. C.  
C. J. Nuttall, manager, 660 Madison Ave.,  
New York 21, N. Y.

**Dallas Gift Show**

Aug. 31-Sept. 5 '52, Dallas  
Fred Sands, sec., 3108 S. Joplin St., Tulsa,  
Okla.

**Allied Gift & Jewelry Show**

Aug. 31-Sept. 4 '52, Dallas, Attendance—  
6,000  
H. W. Johnson, President, 3832 Wilshire  
Bldg., Los Angeles 5, Calif.

**York Antiques Show**

Sept. 1-4 '52, York, Pa.  
Mabel I. Renner, mgr. dir., 483 W. Market  
St., York, Pa.

**Cleveland Gift Show**

Sept. 7-10 '52, Cleveland  
John M. Hammer, Box 227, Knox, Pa.

**Cincinnati Gift Show**

Sept. 14-17 '52, Cincinnati  
John M. Hammer, Box 227, Knox, Pa.

**Denver Gift & Jewelry Show**

Sept. 14-17 '52, Denver  
H. W. Johnson, pres., 3832 Wilshire Blvd.,  
Los Angeles, Calif.

**American National Watchmakers Association**

Sept. 21-22 '52, Louisville, Attendance—500  
Imro Peterman, business manager, Box 743,  
Tahoka, Texas

**New Haven Antiques Show**

Oct. 1-4 '52, New Haven, Conn., Attend-  
ance—15,000  
M. Cottler, director, 220 Park St., New  
Haven 11, Conn.

**Lancaster Antiques Exposition**

Oct. 6-9 '52, Lancaster, Pa.  
Mrs. Mabel Renner, 483 W. Market St.,  
York, Pa.

**Norristown Antique Show**

Oct. 20-23 '52, Norristown, Pa.  
Dora E. Seeley, mgr., Ambler, Penna.

**Copley Plaza Antiques Show**

Oct. 27-30 '52, New York  
Mrs. Dorothy Hazen, mgr., 660 Madison  
Ave., New York, N. Y.

**Philadelphia Antiques Fair**

Nov. 3-6 '52, Philadelphia  
C. J. Nuttall, pres., 660 Madison Ave.,  
New York, N. Y.

**Hershey Antiques Exposition**

Dec. 1-4 '52, Hershey, Pa.  
Mrs. Mabel I. Renner, 483 Market St., York,  
Pa.

**Detroit Gift Show**

Mar. 1-5 '53, Detroit, Attend.—2,000  
Walter E. Offinger, mgr., 15-117 Merchan-  
dise Mart, Chicago, Ill.

**Government****Mass. Assn. of Sealers of Weights & Measures**

Oct. 2-3 '52, Cambridge, Mass.  
A. L. Kennedy, 168 Cohasset St., Wor-  
cester, Mass.

**National Institute of Governmental Purchasing**

Oct. 19-22 '52, Chicago, Attendance—1,  
100  
A. H. Hall, 730 Jackson Pl., N.W., Wash-  
ington 6, D. C.

**Illinois Assn. of Park Districts**

Oct. 23-25 '52, Rockford, Ill., Attend.—300  
Marjorie Dickinson, 401½ E. Capitol,  
Springfield, Ill.

**Graphic Arts****American Electro-Platers' Society**

June 16-20 '52, Chicago  
Walter C. Dietrich, P. O. Box 168, Jenkin-  
town, Pa.

**Hardware****South Dakota Retail Hardware Assn.**

Apr. 1-3 '52, Sioux Falls, S. D.  
O. R. Bailey, mgr., 1300 S. Jefferson Ave.,  
Sioux Falls, S. D.

**Georgia-Florida Hardware Show**

May 19-21 '52, Jacksonville, Fla., Attend.  
—650  
W. W. Howell, mgr., P. O. Box 183, Way-  
cross, Ga.

**American Architectural Hardware Consultants**

Sept. 28-Oct. 1 '52, Chicago, Attend.—  
2,500  
S. O. Hooghkirk, 420 Madison Ave., New  
York, N. Y.

**National Contract Hardware Association**

Sept. 28-Oct. 1 '52, Chicago, Attendance—  
2,500  
J. R. Schoemer, 420 Madison Ave., New  
York 17, N. Y.

**National Hardware Show**

Oct. 6-10 '52, New York  
Charles Snitow, managing director, 331  
Madison Ave., New York, N. Y.

**American Hardware Manufacturers Assn.**

Oct. 12-14 '52, Atlantic City, Attend.—  
2,000  
A. L. Faubel, 342 Madison Ave., New York,  
N. Y.

**Ontario Retail Hardware Assn.**

Feb. 2-4 '53, Toronto, Attend.—6,000  
Robert U. Lamb, ex. mgr., 1835 Yonge St.,  
Toronto, Ont.

**Wisconsin Retail Hardware Assn.**

Feb. 3-5 '53, Milwaukee, Attend.—3,300  
H. A. Lewis, sec. treas., 200 Strong's Ave.,  
Stevens Point, Wis.

**Kentucky Retail Hardware Assn.**

Feb. 10-12 '53, Louisville, Ky., Attend.—500  
Dwayne W. Laws, sec. treas., 501-502 Re-  
public Bldg., Louisville, Ky.

**Missouri Retail Hardware Assn.**

Mar. 3-5 '53, St. Louis, Mo., Attend.—4,500  
H. F. Scherer, 1189 Arcade Bldg., St.  
Louis, Mo.

**Health, Recreation & Welfare****American Association Health Physical Education & Recreation**

Apr. 6-10 '52, Los Angeles, Attendance—

18,500

Dr. C. A. Troester, Jr., executive secretary,  
1201 16th St., N. W., Washington 6, D. C.

**Greater New York Safety Council**

Apr. 1-4 '52, New York, Attend.—10,000  
Paul F. Strickler, exec. VP, 60 E. 42nd St.,  
New York 17, N. Y.

**Western Pennsylvania Safety Engineering Council**

Apr. 15-17 '52, Pittsburgh, Attendance—  
1,961  
H. H. Brainerd, executive-manager, 605  
Park Building, Pittsburgh, Pa.

**American Camping Assn.**

Apr. 16-19 '52, Chicago  
Mrs. Elfrieda Travostino, ex. sec., 342 Madi-  
son Ave., New York 17, N. Y.

**Industrial Accident Prevention Associations**

Apr. 21-22 '52, Toronto, Attendance—3,380  
R. G. D. Anderson, general manager, 600  
Bay St., Toronto, Ont.

**Indiana Dietetic Association**

Apr. 23-24 '52, Indianapolis, Attend.—100  
Mrs. Kathryn Sheedy, 960 Locke St., In-  
dianapolis, Ind.

**Ohio State Dietetic Assn.**

Apr. 26-27 '52, Akron, Ohio, Attend.—250  
Mrs. Frances Krone, pres., Cin. Gen. Hos-  
pital, Cincinnati, Ohio

**N. C. Industrial Safety Conference**

May 4-6 '52, Asheville, N. C., Attend.—  
1,000  
H. S. Baucum, N. C. Industrial Commission,  
Raleigh, N. C.

**Midwest Safety Show**

May 6-8 '52, Chicago, Attend.—10,000  
J. F. Stech, 10 N. Clark St., Suite 806,  
Chicago, Ill.

**Virginia State-Wide Safety Conference**

May 15-17 '52, Richmond, Attendance—  
1,600  
Col. W. M. Myers, executive-secretary,  
803½ East Main St., Richmond 19, Va.

**National Industrial Recreation Association**

May 19-21 '52, Rochester, Attendance—300  
J. W. Fulton, executive secretary, 203 N.  
Wabash Ave., Chicago 1, Ill.

**National Conference of Social Work**

May 25-30 '52, Chicago  
J. R. Hoffer, 22 W. Gay St., Columbus,  
Ohio

**National Tuberculosis Association**

May 26-31 '52, Boston, Attendance—2,500  
Henry B. Stevens, 1790 Broadway, New  
York 19, N. Y.

**American Public Health Assn.**

June 3-6 '52, Denver  
Mr. Walter S. Mangold, sec., University of  
Calif., Berkeley, Calif.

**Canadian Dietetic Assn.**

June 10-12 '52, Vancouver, B. C., Attend.  
—800  
Miss Loan E. Brown, sec., 415 Bloor St., W.,  
Toronto 4, Ont.

**Canadian Public Health Association**

June 15-18 '52, Winnipeg, Manitoba, At-  
tendance—225  
Dr. William Mosley, secretary, 150 College  
St., Toronto 5, Ontario

**American National Red Cross**

June 23-27 '52, Boston, Attendance—5,000  
Chas. D. Whitman, ARC, 17th & D Sts.,  
NW, Washington, D. C.

**Ohio State Safety Conference Exhibit**

Sept. 16-18 '52, Cleveland, Attendance—  
4,400  
C. L. Smith, secretary-treasurer, 2073 E.  
9th St., Suite 508, Cleveland, Ohio

**State Conf. of Health Comm. of Ohio**  
Sept. 27-28 '52, Columbus, Attend.—150  
Dr. J. D. Porterfield, 306 Ohio Dept. Bldg., Columbus, Ohio

**American Association of Blood Banks**  
Oct. 9-11 '52, Milwaukee, Attendance—725  
Dr. J. W. Davenport, Jr., Southern Baptist Hospital, 2700 Napoleon Ave., New Orleans 15, La.

**National Safety Council Congress**  
Oct. 20-24 '52, Chicago, Attendance—8,000  
R. L. Forney, 425 N. Michigan Ave., Chicago 11, Ill.

**American Public Health Association**  
Oct. 20-24 '52, Cleveland, Attendance—5,000  
Williamina Walsh, 1790 Broadway, New York 19, N. Y.

**American Dietetic Association**  
Oct. 21-24 '52, Minneapolis  
Mildred L. Egeberg, business manager, 620 N. Michigan Ave., Chicago 11, Ill.

**Assn. for Health, Physical Ed. & Rec.**  
Jan. 21-24 '53, Syracuse, N. Y., Attend.—200  
J. Kuhnert, Board of Education, Mt. Vernon, N. Y.

#### Heating, Plumbing & Refrigeration

**New York State Association of Master Plumbers**  
Apr. 28-30 '52, Syracuse, Attendance—400  
William H. Saunders, Box 12, Rochester, N. Y.

**National Association of Master Plumbers**  
June 2-5 '52, Atlantic City, Attendance—3,000  
W. F. Clucas, executive secretary, 1016 20th St., N. W., Washington, D. C.

#### Hobbies & Toys

**California Button Convention & Show**  
Aug. 10-12 '52, Santa Barbara, Calif.  
Mrs. Mark Vilim, Box 176, Coronado, Calif.

**American Philatelic Society**  
Sept. 2-5 '52, Philadelphia, Attend.—500  
Earl Apfelbaum, 1426 S. Penn Square, Philadelphia, Pa.

**National Button Society**  
Oct. 2-5 '52, Buffalo, N. Y., Attend.—300  
Victor Flint, 2400 N. Murray Ave., Milwaukee, Wis.

#### Home Shows

**Huntington Home Show**  
Apr. 7-12 '52, Huntington, W. Va.  
H. M. Stinnett, Mgr., 840 Sixth Ave., Huntington, W. Va.

**Indianapolis Home Show**  
Apr. 18-27 '52, Indianapolis, Attendance—100,000  
J. Frank Cantwell, manager director, 1456 N. Delaware St., Indianapolis, Ind.

**Greater Reading Home & Building Show**  
Apr. 19-26 '52, Reading  
Clarence L. Ebbert, secretary, 22 N. 5th St., Reading, Pa.

**Home Builders Show of Greater Cincinnati**  
Apr. 19-27 '52, Cincinnati  
Earle DeLaitre, director, 907 Union Trust Building, Cincinnati 2, Ohio

**Washington Home Show**  
Apr. 19-27 '52, Washington, Attendance—74,500  
James W. Pearson, 1757 K St., N. W., Washington, D. C.

**Memphis & Mid-South Home Show**  
Apr. 20-27 '52, Memphis, Attend.—35,000  
Frank Steudlein, 940 Sterick Bldg., Memphis, Tenn.

**Columbus Home Show**  
Apr. 20-25 '52, Columbus, Ohio  
J. A. Kight, secretary-treasurer, 1175 Dublin Road, Columbus 12, Ohio

**Central Wisconsin Farm & Home Show**  
Apr. 26-27 '52, Wisconsin Rapids, Wis., Attend.—6,000  
Bernie Ziegler, exec. sec., 313 W. Grand Ave., Wisconsin Rapids, Wis.

**Charlotte Observer Home Show**  
Apr. 30-May 3 '52, Charlotte, Attendance—25,000  
F. Earl Crawford, director, c/o The Charlotte Observer, Charlotte, N. C.

**San Antonio Home Show**  
May 1-3 '52, San Antonio  
Carl Olson, 524 Gunter Bldg., San Antonio, Texas

**San Diego National Home Show**  
May 4-11 '52, San Diego  
Jim Wilson, manager, 360 Spreckles Bldg., San Diego 1, Calif.

**Eastern Canada Better Home & Industrial Bldg., Show**  
May 12-16 '52, Montreal  
Emile St. Pierre, Show-Mart Inc., Carre Berri Sq., Montreal, Que.

**Milwaukee Home Show**  
May 15-22 '52, Milwaukee, Attendance—140,000  
John J. Roache, executive director, 606 W. Wisconsin Ave., Milwaukee, Wis.

**Pittsburgh Home Show**  
May 6-11 '52, Pittsburgh  
John Owen, mgr., 1105 Standard Life Bldg., Pittsburgh, Pa.

**New Orleans Home Show**  
May 17-25 '52, New Orleans  
Eugene W. Rowe, mng. dir., 427 Carondelet St., New Orleans, La.

**Home Builders Assn. of New Orleans**  
May 17-25 '52, New Orleans, Attend.—125,000  
Eugene W. Rowe, 427 N. Carondelet St., New Orleans, La.

**National Home Show**  
May 23-31 '52, Toronto  
Grant Smedmor, manager, 410 Bloor St., E., Suite 104, Toronto, Ont.

**Salt Lake City Home Show**  
May 24-June 1 '52, Salt Lake City  
Carl Olson, mgr., 239 Exchange Place, Salt Lake City, Utah  
Jan. 18-22 '53, Chicago, Attend.—17,000

**Construction Industries Exposition & Home Show**  
June 18-29 '52, Los Angeles  
Carl F. Kraatz, executive manager, 315 W. 9th St., Suite 713, Los Angeles 15, Calif.

**Ohio Home Builders**  
Nov. 23-25 '52, Cincinnati, Attend.—500  
A. H. Falace, Virginia Hotel, Columbus, Ohio

**Natl. Assn. of Home Builders**  
Jan. 18-22 '53, Chicago, Attend.—17,000  
Paul S. Van Auken, 111 W. Jackson Blvd., Chicago, Ill.

**California International Home Show**  
March 7-15 '53, Oakland, Calif.  
J. I. Hennessy, 277 W. MacArthur Blvd., Oakland, Calif.

**Central Pennsylvania Builders Show**  
Mar. 9-14 '53, Harrisburg, Pa., Attend.—300,000  
J. L. Barren, sec., 2501 N. Front St., Harrisburg, Pa.

**Miami Home Show**  
Mar. 22-29 '53, Miami, Attend.—120,000  
C. H. Brooks, mgr., 8426 N.W. 2nd Ave., Miami, Fla.

#### Hotels & Restaurants

**Canadian Restaurant Association**  
Apr. 7-10 '52, Toronto, Attendance—3,000  
Mrs. F. G. Montgomery, manager director, 415 Bloor St., W., Toronto, Ont., Canada

**New Jersey Restaurant Association**  
Apr. 14-16 '52, Atlantic City  
Amelia Steinmetz, 200 Market St., Newark 2, N. J.

**Wash. D. C. Rest. Association**  
Apr. 22-24 '52, Seattle, Wash., Attend.—1,500  
R. J. Wilson, 2003 Eye St. N.W., Washington, D. C.

**Oklahoma Restaurant Association**  
Apr. 22-24 '52, Tulsa, Attendance—1,000  
Robroy Price, 112 N. Broadway, Oklahoma City 2, Okla.

**National Restaurant Association**  
May 5-9 '52, Chicago, Attendance—25,000  
Ralph G. Peterson, director, 8 S. Michigan Ave., Chicago 3, Illinois

**Texas Hotel Association**  
May 19-20 '52, Ft. Worth, Texas, Attendance—700  
C. Dorris, director, 1610 Transit Tower, San Antonio, Texas

**Saskatchewan Hotel Assn.**  
May 19-21 '52, Saskatoon, Sask., Attend.—350  
T. K. MacKenzie, sec., P. O. Box 6, Regina, Sask.

**All Southern Hotel Exposition**  
May 26-28 '52, Atlanta, Attendance—1,000  
S. Styron, director, 801 Rhodes Haverly Building, Atlanta, Ga.

**Texas Restaurant Association**  
June 10-12 '52, Houston, Attendance—2,600  
J. D. Moreland, executive vice president, 207 Austin Life Building, Austin, Texas

**Iowa Restaurant Assn.**  
Sept. 14-16 '52, Des Moines, Attend.—650  
Hugh M. Slaughter, 311 Shops Bldg., Des Moines, Iowa

**Pacific Coast Reg. Restaurant**  
Oct. 6-8 '52, Los Angeles  
Wm. W. Bradford, conv. mgr., 448 S. Hill St., Los Angeles, Calif.

**Kansas Restaurant Assn.**  
Oct. 9-11 '52, Wichita, Kan., Attend.—1,500  
J. A. Wolf, 115 S. Main St., Wichita, Kan.

**Oregon Motor Court Assn.**  
Nov. 12-14 '52, Portland, Ore., Attend.—250  
G. J. Gutfleisch, P. O. Box 2005, Portland 14, Ore.

**Hotel Sales Management Assn. Intl.**  
Nov. 23-25 '52, Chicago, Attend.—350  
Esther Q. Joyce, 209 S. High St., Columbus 15, Ohio

## House Furnishings

### Panhandle Market Show

June 15-16 '52, Amarillo, Texas, Attend.—500  
Ann Howell, sec., c/o Chamber of Commerce, Amarillo Bldg., Amarillo, Texas

### American Furniture Mart

June 16-26 '52, Chicago, Attend.—50,000  
Frank S. Whiting, VP, 666 Lake Shore Drive, Chicago, Ill.

### Grand Rapids Furniture Market

June 16-26 '52, Grand Rapids, Mich., Attendance—3,000  
C. F. Campbell, secretary-treasurer, 427 Fulton E., Grand Rapids 3, Mich.

### Panhandle Market Show

June 22-23 '52, Amarillo, Texas, Attendance—350  
Ann Howell, secretary, c/o Chamber of Commerce, Amarillo, Texas

### Los Angeles Lamp & Picture Show

July 6-10 '52, Los Angeles  
Woody C. Klingborg, gen. mgr., Los Angeles Trade Fair, Inc., 1151 S. Broadway, Los Angeles, Calif.

### Natl. Housewares & Home Appliance Exhibit

July 7-11 '52, Atlantic City, Attend.—6,500  
A. W. Buddenberg, 1140 Mdse. Mart, Chicago, Ill.

### Los Angeles Furniture Market

July 7-11 '52, Los Angeles  
A. V. MacDonald, mng. dir., 2155 E. 7th St., Los Angeles, Calif.

### Western Merchandise Mart

July 14-18 '52, San Francisco  
Frank K. Runyan, pres., 1355 Market St., San Francisco, Calif.

### Western Housewares Show

Sept. 14-17 '52, Los Angeles  
Woody C. Klingborg, gen. mgr., 1151 S. Broadway, Los Angeles, Calif.

### National Assn. of Bedding Manufacturers

Nov. 10-12 '52, Chicago, Attend.—1,500  
W. H. Gleason, Rm. 1407, Mdse. Mart, Chicago, Ill.

### American Furniture Mart

Jan. 5-16 '53, Chicago, Attend.—50,000  
Frank S. Whiting, VP, 666 Lake Shore Drive, Chicago, Ill.

### Los Angeles Furniture Market

Jan. 26-30 '53, Los Angeles  
A. V. MacDonald, mng. dir., 2155 E. 7th St., Los Angeles, Calif.

## Ice

### Ice Manufacturers Assn. of Mo. Valley

Jan. 12-14 '53, Kansas City, Mo., Attend.—200  
V. A. Esphorst, 3820 Washington Blvd., St. Louis, Mo.

## Insurance

### Mutual Insurance Advertising Sales Conference

Oct. 12-17 '52, Philadelphia  
H. F. Swanson, 919 N. Michigan, Chicago 11, Ill.

### National Negro Insurance Association

Oct. 21-24 '52, Houston, Attendance—350  
A. P. Bethey, 1183 E. Long St., Columbus, Ohio

## International Trade Fairs

### Canadian International Trade Fair

June 2-13 '52, Toronto, Can., Attendance—80,000  
C. C. Hoffman, department administrator, Exhibition Grounds, Toronto, Ont., Canada

## Labor Union

### Union Industries Show

May 17-24 '52, Boston, Attendance—1,000,000  
Raymond F. Leheney, A. F. of L. Bldg., Washington 1, D. C.

## Leather & Leather Products

### Middle Atlantic Shoe Retailers Assn.

June 21-25 '52, Philadelphia  
Cal J. Mensch, sec., 2 Kendal Ave., Pittsburgh, Pa.

### Tanners' Council of America

Aug. 26-27 '52, New York, Attendance—8,500  
Leif C. Kronen, secretary, 100 Gold St., New York 38, N. Y.

### National Shoe Fair

Oct. 26 '52, Chicago, Attendance—10,000  
G. E. Gayou, general manager, Palmer House, Chicago, Ill.

### Northwest Shoe Travelers Inc.

Nov. 1-4 '52, St. Paul, Minn., Attend.—1,600  
Ed Trench, conv. chm., 2095 Highland Pkwy., St. Paul, Minn.

## Library

### American Library Association

June 27-July 5 '52, New York, Attendance—4,000  
David H. Clift, 50 E. Huron St., Chicago 11, Ill.

### Miss. Library Assn.

Oct. 2-4 '52, Jackson, Miss., Attend.—175  
Miss Anona Jenkins, Public Library, Clarksdale, Miss.

### New York Library Association

Oct. 19-22 '52, Lake Placid, N. Y.  
Mrs. D. G. Rausch, 74 Chapel St., Albany, N. Y.

## Lumber & Millwork

### South Dakota Retail Lumbermen's Convention

Apr. 9-11 '52, Sioux Falls  
C. Geo. Johnson, secretary treasurer, 1404 S. Main Ave., Sioux Falls, S. Dakota

### Southern Calif. Retail Lumber Assn.

Apr. 15-17 '52, Los Angeles, Attend.—1,750  
Orrie W. Hamilton, exec. VP, 111 W. 7th St., Los Angeles, Calif.

### Lumbermen's Association of Texas

Apr. 20-22 '52, Galveston  
Gene Ebersole, executive VP, 2nd National Bank Bldg., Houston 2, Texas

### Lake States Logging Congress

Sept. 18-20 '52, Escanaba, Mich., Attend.—1,000  
L. J. Heinske, 104 Suffolk, Ironwood, Mich.

### Wisconsin Retail Lumbermen's Assn.

Feb. 16-18 '53, Milwaukee, Attend.—3,500  
H. P. McDermott, sec., 501 Milwaukee Gas Co. Bldg., Milwaukee, Wis.

## Machinery

### Natl. Supply & Machinery Distrib. Assn.

May 19-21 '52, Atlantic City, Attend.—3,000  
R. K. Hanson, 1108 Clark Bl., Pittsburgh, Pa.

## Marketing & Merchandising

### Super Market Institute

May 11-15 '52, Cleveland, Attend.—7,000  
T. P. McMahon, 439 Madison Ave., New York, N. Y.

## American Marketing Assn.

June 16-18 '52, Cincinnati, Attend.—400  
R. D. Hardesty, exh. chm., 3166 Jefferson Ave., Cincinnati, Ohio

## Natl. Assn. of Variety Stores

July 27-31 '52, Chicago  
Marvin E. Smith, mng. dir., 1416 Merchandise Mart, Chicago, Ill.

## New York Premium Show

Sept. 15-18 '52, New York  
A. Tarshis, 12 W. 72nd St., New York, N. Y.

## Medical & Dental

### American Association of Railway Surgeons

Apr. 1-3 '52, Chicago, Attendance—6,000  
Stephen G. Halos, convention manager, 605 N. Michigan Ave., Chicago 11, Ill.

### Philadelphia County Medical Society

Apr. 1-4 '52, Philadelphia, Attendance—3,225  
William F. Irwin, 301 S. 21st St., Philadelphia 2, Pa.

### Amer. Urological Assn., S.E. Sect.

April 2-5 '52, Boca Raton, Fla., Attend.—375  
Dr. R. B. Carson, 411 Sweet Bldg., Ft. Lauderdale, Fla.

### Eastern Osteopathic Assn.

Apr. 5-6 '52, New York, Attend.—650  
Dr. F. B. Thompkins, Balto. Life Bldg., Baltimore, Md.

### American College of Allergists

Apr. 7-9 '52, Pittsburgh, Attendance—1,000  
Miss E. F. Lansing, secretary, 423 La Salle Bldg., Minneapolis 2, Minn.

### Alabama Dental Association

Apr. 14-15 '52, Birmingham  
Dr. G. W. Matthews, 1922 10th Ave., S. Birmingham, Ala.

### Wisconsin State Dental Association

Apr. 14-17 '52, Milwaukee, Attendance—2,600  
Kenneth F. Crane, executive secretary, 1233 Bankers Building, Milwaukee 2, Wis.

### Southeastern Hospital Conference

Apr. 16-18 '52, Atlanta, Ga., Attend.—1,000  
R. G. Ramsay, Gartly-Ramsay Hospital, Memphis, Tenn.

### Medical Association of the State of Alabama

Apr. 19-21 '52, Montgomery, Ala., Attendance—500  
Dr. Douglas Cannon, Montgomery, Ala.

### Michigan State Dental Society

Apr. 20-23 '52, Detroit, Attendance—3,000  
Henry C. Gerber, Jr., executive secretary, 1514 Olds Tower, Lansing 8, Mich.

### Oklahoma State Dental Association

Apr. 20-23 '52, Oklahoma City  
H. Leon Snow, executive secretary, 211 Plaza Court Building, Oklahoma City, Okla.

### California State Dental Association

Apr. 21-23 '52, San Francisco, Attendance—3,600  
Lawrence R. Ludwigsen, secretary, 450 Sutter St., San Francisco 8, Calif.

### American Association of Orthodontists

Apr. 21-24 '52, St. Louis, Attendance—1,100  
Dr. George R. Moore, secretary treasurer, Box 8, Ann Arbor, Michigan



**American College of Physicians**

Apr. 21-25 '52, Cleveland, Attendance—7,500  
E. R. Loveland, executive secretary, 4200 Pine St., Phila. 4, Pa.

**Industrial Medical Association**

Apr. 22-25 '52, Cincinnati, Attendance—2,150  
Stephen G. Halos, director of exhibits, 605 N. Michigan Ave., Chicago, Ill.

**Midwest Hospital Assn.**

Apr. 23-25 '52, Kansas City, Mo.  
Mrs. A. Walker, 1021 McGee St., Kansas City, Mo.

**Carolinas-Virginia Hospital Conf.**

Apr. 24-25 '52, Roanoke, Va., Attend.—700  
H. E. Alberti, sec.-treas., c/o Johnston Memorial Hospital, Abingdon, Va.

**Registered Nurses Assn. of Ontario**

Apr. 24-26 '52, Toronto, Attend.—7,500  
Miss Florence H. Walker, sec., 515 Jarvis St., Toronto 4, Ont.

**Texas State Dental Society**

Apr. 27-31 '52, Ft. Worth, Texas, Attendance—2,500  
Dr. Willard Ogle, 310 N. Ervay St., Dallas 1, Texas

**Tri-State Hospital Assembly**

Apr. 28-30 '52, Chicago, Attendance—1,000  
Albert G. Hanh, executive secretary, Station A Drawer, Evansville 11, Ind.

**Virginia Dental Association**

Apr. 28-30 '52, Virginia Beach, Va., Attendance—800  
Dr. J. E. John, secretary-treasurer, 804 Medical Arts Building, Roanoke, Va.

**Kansas Medical Society**

Apr. 28-May 1 '52, Kansas City, Kansas, Attendance—1,500  
Oliver E. Ebel, executive secretary, 512 New England Building, Topeka, Kansas

**Arizona Medical Association**

Apr. 30-May 3 '52, Phoenix  
Robert Carpenter, executive secretary, 642 Security Building, Phoenix, Arizona

**Hawaii Territorial Medical Association**

May 1-4 '52, Honolulu  
Edith C. Bennett, executive secretary, Mabel Smyth Building, Honolulu, Hawaii

**Canadian Medical Assn., Quebec Branch**

May 2-3 '52, North Hatley, Que., Attend.—200  
Dr. B. W. Halpenny, 718 Med. Arts Bldg., Montreal, Que.

**Tri-State Jewelers Assn.**

May 4-5 '52, Baltimore, Md., Attend.—300  
Walter Greenebaum, S. N. Katz Co., 105 N. Charles St., Baltimore, Md.

**Southern California State Dental Assn.**

May 4-7 '52, Los Angeles, Attend.—2,991  
James Robinson, exec. sec., 903 Crenshaw Blvd., Los Angeles, Calif.

**American Society for Clinical Investigation**

May 4-7 '52, Atlantic City  
Mr. Ludwig W. Eichna, secretary, 477 First Ave., New York 16, N. Y.

**Massachusetts State Dental Society**

May 4-7 '52, Boston  
H. E. Tingley, 12 Bay State Road, Boston, Mass.

**Maryland State Dental Association**

May 4-7 '52, Baltimore  
E. L. Pessagno, Jr., 415 Medical Arts Building, Baltimore 1, Md.

**Texas Medical Association**

May 4-7 '52, Dallas  
N. C. Forrester, 700 Guadalupe, Austin, Texas

**Iowa State Dental Society**

May 5-7 '52, Des Moines, Attendance—1,300  
Dr. Harry I. Wilson, secretary, 639 Insurance Exchange Building, Des Moines, Iowa

**Medical Society of the State of N. C.**

May 5-7 '52, Pinehurst, S. C., Attendance—1,500  
James T. Barnes, executive secretary, 203 Capitol Club Building, Raleigh, N. C.

**Tennessee State Dental Association**

May 5-7 '52, Memphis  
Dr. E. Jeff Justis, 1504 Exchange Building, Memphis, Tenn.

**Cleveland Dental Society**

May 5-7 '52, Cleveland, Attend.—1,100  
W. H. Derrer, 14717 Detroit Ave., Cleveland, Ohio

**Rhode Island Medical Society**

May 6-8 '52, Providence, R. I., Attendance—500  
J. E. Farrell, 106 Francis St., Providence 3, R. I.

**Penna. Academy of Ophthalmology & Otolaryngology**

May 8-11 '52, Wernersville, Pa., Attendance—500  
Dr. Daniel S. DeSito, 1006 Highland Building, Pittsburgh, Pa.

**Indiana State Dental Association**

May 12-14 '52, Indianapolis, Attendance—2,000  
Dr. E. E. Ewbank, secretary, Kingman, Ind.

**Ontario Dental Association**

May 12-14 '52, Toronto, Attendance—1,600  
Miss Dorothy Jutton, secretary-treasurer, 234 St. George St., Toronto 5, Ontario

**Dental Society of the State of New York**

May 12-15 '52, Syracuse, Attendance—1,500  
Dr. Charles A. Wilkie, secretary, 1 Hanson Place, Brooklyn, N. Y.

**Association of Western Hospitals**

May 12-15 '52, San Francisco, Attendance—1,000  
Melvin C. Schefflin, executive secretary, 26 O'Farrell St., San Francisco 8, Calif.

**American Psychiatric Association**

May 12-16 '52, Atlantic City, Attendance—2,500  
Austin M. Davies, executive assistant, 1270 Ave. of the Americas, Rm. 412, New York 20, N. Y.

**Medical Society of the State of N. Y.**

May 12-16 '52, New York, Attendance—6,000  
Charles L. Baldwin, Jr., 292 Madison Ave., New York 17, N. Y.

**Upper Midwest Hospital Conference**

May 14-16 '52, St. Paul, Minn., Attend.—5,400  
Glen Taylor, Univ. of Minn., Minneapolis, Minn.

**Washington Dental Association**

May 15-17 '52, Seattle  
Dr. F. E. Wood, Medical & Dental Building, Seattle 1, Washington

**Pennsylvania Radiological Society**

May 16-17 '52, Bedford, Pa., Attendance—150  
Dr. James M. Converse, secretary, 416 Pine St., Williamsport, Pa.

**South Dakota State Medical Association**

May 18-20 '52, Sioux Falls, Attendance—350  
John C. Foster, executive secretary, 300 First National Bank, Sioux Falls, S. Dakota

**Oklahoma State Medical Association**

May 18-21 '52, Oklahoma City, Attendance—1,000  
Mr. R. H. Graham, Oklahoma State Medical Association, Oklahoma City, Okla.

**Illinois State Dental Society**

May 19-22 '52, Springfield, Ill., Attendance—800  
Paul W. Clopper, secretary, 623 Jefferson Building, Peoria 2, Ill.

**Amer. Urological Assn., West Sect.**

May 19-22 '52, Pasadena, Calif., Attend.—350  
Dr. A. A. Kutzmann, 1930 Wilshire Blvd., Los Angeles, Calif.

**Ontario Medical Assn.**

May 19-23 '52, Hamilton, Ont., Attend.—800  
Dr. H. S. Dunham, 134 St. Clare Ave. W., Toronto 5, Ont.

**Massachusetts Medical Society**

May 20-22 '52, Boston  
Robert St. B. Boyd, executive secretary, 22 Fenway, Boston, Mass.

**Ohio State Medical Association**

May 20-22 '52, Cleveland, Attendance—3,000  
Charles S. Nelson, executive secretary, 79 E. State St., Columbus 15, Ohio

**Texas Hospital Association**

May 20-22 '52, Houston, Attendance—1,500  
Mrs. Ruth Bernhart, executive secretary, 2208 Main St., Dallas, Texas

**Middle Atlantic Hospital Assembly**

May 21-23 '52, Atlantic City  
J. Harold Johnston, sec., 506 E. State St., Trenton, N. J.

**Amer. Academy of Pediatrics Areal**

May 22-24 '52, Washington, Attend.—28,850  
E. H. Christopherson, M.D., 636 Church St., Evanston, Ill.

**Mt. Sinai Hospital Medical Seminar**

May 22-24 '52, Miami Beach, Attend.—200  
Dr. Louis Lember, sec., 4300 Alton Rd., Miami Beach 40, Fla.

**American Laryngological Rhinological & Otolological Society**

May 22-24 '52, Toronto, Attendance—600  
Dr. Stewart Nash, secretary, 709 Medical Arts Bldg., Rochester, N. Y.

**Catholic Hospital Association of U. S. & Canada**

May 26-29 '52, Cleveland, Attendance—3,500  
M. R. Kneiff, 1438 S. Grand Blvd., St. Louis 11, Mo.

**Canadian Nurses Association**

June 2-6 '52, Quebec City, Attendance—1,500  
Gertrude M. Hall, 411 Crescent St., Montreal, Que.

**American Proctologic Society**

June 4-7 '52, Milwaukee, Attendance—500  
Dr. Stuarts T. Ross, secretary, 131 Fulton Ave., Hempstead, N. Y.

**Natl. Proctologic Assn.**

June 5-7 '52, Chicago, Attend.—100  
Dr. G. E. Mueller, 1214 W. Beach Blvd.,  
Bloomington, Miss.

**Oregon Assn. of Chiropractic Physicians**

June 6-8 '52, Portland, Ore., Attend.—150  
Dr. F. P. Rutz, 2124 N. E. Hancock St.,  
Portland, Ore.

**Northeastern Dental Society**

June 8-11 '52, Swampscott, Mass., Attend.  
—8,000  
Ernest Cressland, Malden, Mass.

**Mississippi Dental Assn.**

June 9-12 '52, Tupelo, Miss.  
H. M. Campbell, 428 Gloster St., Tupelo,  
Miss.

**Canadian Medical Assn.**

June 9-13 '52, Banff, Alta., Attend.—9,000  
Dr. T. C. Routley, 713 McLeod Bldg., Ed-  
monton, Alta.

**American Medical Association**

June 9-13 '52, Chicago, Attend.—15,000  
Thomas R. Gardiner, business manager, 535  
N. Dearborn St., Chicago 10, Ill.

**Michigan Chiropractic Society**

June 11-13 '52, Detroit, Attend.—800  
Wm. L. Luckey, exec. sec., 306 Hollister  
Bldg., Lansing 8, Mich.

**Canadian Dental Assn.**

June 15-18 '52, Vancouver, B. C., Attend.  
—750  
Dr. D. W. Gullett, 211 Huron St., Toronto,  
Ont.

**Biennial Nursing Convention & Exhibit**

June 16-19 '52, Atlantic City, Attendance  
—175,000  
Steven K. Herlitz, 280 Madison Ave., New  
York 16, N. Y.

**British Columbia Hospital Association**

June 16-21 '52, Vancouver, B. C., At-  
tendance—400  
Percy Ward, 129 Osborne Rd. E. N. Van-  
couver, B. C.

**Western Canada Institute of Hospital Ad-  
ministration**

June 16-21 '52, Vancouver, Attendance—  
250  
John M. McIntyre, Winnipeg Municipal  
Hospital, Winnipeg, Man.

**American Urological Association**

June 23-26 '52, Atlantic City, Attendance  
—1,200  
Dr. Charles H. Shivers, secretary, Board-  
walk Arcade Bldg., Atlantic City, N. J.

**American Society of Medical Technologists**

June 23-27 '52, Portland, Attendance—  
5,000  
Rose Matthaei, executive secretary, #25  
Hermann Professional Bldg., Houston 5,  
Texas

**Catholic Hospitals of Province of Quebec**

June 25-27 '52, Quebec City, Attendance  
—100  
Roland Levert, executive secretary, 325  
Chemin Ste-Catherine Road, Montreal 8,  
Que.

**New Hampshire Dental Society**

June 29-July 1 '52, Bretton Woods, N. H.,  
Attendance—200  
Dr. William Young, Jr., 40 N. Main St.,  
Concord, N. H.

**American Medical Technologists**

June 29-July 2 '52, Syracuse, Attendance—  
4,000  
Dr. C. W. Truehart, P.O. Box 88, East-  
hampton, Mass.

**Assn. for Physical & Mental Rehabil.**

July 8-12 '52, Milwaukee, Attend.—1,000  
Mr. Leo Berner, pres., 218-02 67th Ave.,  
Bayside, Queens, N. Y.

**West Virginia Medical Association &  
Auxiliary**

July 9-13 '52, W. Sulphur Springs, W. Va.  
Charles Lively, Box 1031, Charleston 24, W.  
Va.

**American Osteopathic Association**

July 14-18 '52, Atlantic City, Attendance—  
8,450  
Dr. C. N. Clark, business manager, 212 E.  
Ohio St., Chicago 11, Ill.

**Southern Pediatric Seminar**

July 14-26 '52, Saluda, N. C.  
Dr. M. A. Owings, Saluda, N. C.

**West Virginia State Dental Society**

July 15-17 '52, White Sulphur Springs, W.  
Va., Attendance—300  
Dr. A. B. Drake, chairman, 508 West Vir-  
ginia Building, Huntington, W. Va.

**Post Graduate Medical Assembly of  
South Texas**

July 21-23 '52, Houston, Attend.—2,500  
Mrs. W. H. Dahme, exec. sec., 229 Medical  
Arts Bldg., Houston, Texas

**Southern Obstetric Seminar**

July 28-Aug. 2, Saluda, N. C.  
Dr. M. A. Owings, chairman, Saluda, N. C.

**National Medical Association & Auxiliary**

Aug. 11-15 '52, Nashville, Attendance—  
5,000  
Dr. J. R. Nurse, director, 1120 W. Walnut  
St., Louisville, Ky.

**National Association of Chiropodists**

Aug. 14-19 '52, Memphis, Attendance—800  
Dr. Wm. J. Stickel, 3500-14th St., N. W.,  
Washington 10, D. C.

**Canadian Osteopathic Assn.**

Aug. 17-20 '52, Winnipeg, Man., Attend.—  
80  
Miss Joyce S. Currie, 609 Medical Arts  
Bldg., Montreal 25, Que.

**American Congress of Physical Medicine**

Aug. 25-29 '52, New York, Attendance—  
750  
W. J. Zeitler, 2020 E. 93rd St., Cleveland  
6, Ohio

**International College of Surgeons U. S.  
Chapter**

Sept. 2-5 '52, Chicago, Attendance—4,000  
Wm. J. Burns, 606 Townsend St., Lansing  
15, Michigan

**Utah Medical Association & Auxiliary**

Sept. 4-6 '52, Salt Lake City  
W. H. Tibbals, 42 S. 5th St. E, Salt Lake  
City 2, Utah

**Vermont Medical Society**

Sept. 7-9 '52, Bretton Woods, N. H., At-  
tendance—700  
Mr. Getty Page, 128 Merchants Row, Rut-  
land, Vt.

**New Brunswick Medical Society**

Sept. 7-10 '52, St. Andrews, N.B., At-  
tendance—375  
Dr. F. L. Whitehead, secretary, East River-  
side, Kings County, New Brunswick

**American Dental Association**

Sept. 8-12 '52, St. Louis, Attendance—75,-  
000  
John J. Hollister, business manager, 222 E.  
Superior, Chicago 11, Ill.

**American Dental Hygienists Assn.**

Sept. 8-12 '52, St. Louis  
Margaret E. Swanson, 1735 Eye St. N.W.,  
Washington, D. C.

**Mid Continent Dental Congress**

Sept. 8-12 '52, St. Louis  
James E. Brophy, exec. sec., 927 Syndicate  
Trust Bldg., St. Louis, Mo.

**Washington State Medical Association**

Sept. 13-17 '52, Seattle, Attendance—1,200  
R. W. Neill, 338 Henry Building, Seattle 1,  
Wash.

**American Hospital Association**

Sept. 15-18 '52, Philadelphia, Attendance—  
7,500  
Mr. Maurice J. Norby, assistant director,  
18 E. Division St., Chicago 10, Ill.

**Canadian Medical Association-British  
Columbia Division**

Sept. 15-19 '52, Victoria, B. C., Attendance  
—500  
Dr. Lynn Gunn, executive secretary, 1807  
W. 10th Ave., Vancouver, B. C.

**British Columbia Medical Association**

Sept. 16-19 '52, Victoria, B.C., Attendance  
—1,500  
Dr. Lynn Gunn, executive secretary, 1807  
W. 10th Ave., Vancouver 9, B.C.

**American Roentgen Ray Society**

Sept. 21-26 '52, San Francisco, Attendance  
—1,300  
Dr. Harold A. Hill, 450 Dutter St., San  
Francisco, Calif.

**American College of Surgeons**

Sept. 22-26 '52, New York, Attend.—17,500  
Edward G. Sandrok, 40 E. Erie St., Chicago  
11, Ill.

**Canadian Medical Association, Alberta  
Division**

Sept. 25-27 '52, Lethbridge, Alta., At-  
tendance—900  
Dr. W. Bramley Moore, 501 Alexandria  
Building, Edmonton, Alberta.

**Associated Chiropractors & Drugless  
Therapists of Ontario**

Sept. 26-28 '52, Toronto  
Dr. J. A. Schinck, 2 King St. W., Hamilton,  
Ont.

**Medical Society of the State of Pennsyl-  
vania**

Sept. 28-Oct. 2 '52, Philadelphia  
A. H. Stewart Jr., convention manager, 230  
State St., Harrisburg, Pa.

**Medical Society of Virginia**

Sept. 28-Oct. 1 '52, Richmond, Va., Attend.  
—1,000  
Robert L. Howard, 1105 W. Franklin St.,  
Richmond 20, Va.

**American Urological Assn., S. Central Sect.**

Sept. 29-Oct. 1 '52, Hot Springs, Ark.,  
Attend.—300  
Dr. Irwin S. Brown, sec., 411 Nichols Rd.,  
Kansas City, Mo.

**College of Physicians and Surgeons of Sas-  
katchewan**

Sept. 30-Oct. 3 '52, Regina, Sask., At-  
tendance—700  
Dr. G. Gordon Ferguson, 415 Birks Build-  
ing, Saskatoon, Sask.

**Mississippi Valley Medical Society**

Oct. 1-3 '52, St. Louis, Attend.—2,000  
Dr. Harold Swanburg, 290-244 WCU Bldg.,  
Quincy, Ill.

**Colorado Dental Association**

Oct. 5-8 '52, Colorado Springs, Attendance—250  
R. A. Downs, 724 Republic Building, Denver 2, Colorado

**Kansas City Southwest Clinical Society**

Oct. 6-9 '52, Kansas City, Mo.  
E. Leas Clower, exec. sec., 630 Shukert Bldg., Kansas City, Mo.

**Manitoba Medical Association**

Oct. 7-10 '52, Winnipeg, Manitoba, Attendance—700  
Dr. M. T. MacFarland, executive secretary, 604 Medical Arts Building, Winnipeg, Manitoba

**Nashville Pg. Med. Assembly**

Oct. 8-10 '52, Nashville, Tenn., Attend.—5,000  
Dr. C. N. Gessler, chman., 647 Doctors Bldg., Nashville, Tenn.

**Amer. Urolog. Assn., N. Central Sect.**

Oct. 8-11 '52, Minneapolis, Attend.—400  
Dr. Wm. J. Engel, sec., 2020 E. 93rd St., Cleveland, Ohio

**National Educational Congress of Dental Technicians**

Oct. 10-12 '52, New York, Attendance—10,000  
Leonard Darwin, 152 W. 42nd St., New York 18, N. Y.

**American Academy of Ophthalmology & Otolaryngology**

Oct. 12-17 '52, Chicago, Attendance—5,000  
Dr. W. L. Benedict, 100 1st Ave., Rochester, Minn.

**American Society of Clinical Pathologists**

Oct. 13-17 '52, Chicago, Attendance—1,000  
Dr. C. G. Culbertson, 1040 W. Michigan St., Indianapolis 7, Ind.

**Western Orthopaedic Assn.**

Oct. 16-20 '52, San Diego, Attend.—500  
Dr. Vernon C. Thompson, sec., 1136 W. 6th St., Los Angeles, Cal.

**American Academy of Pediatrics National Meeting**

Oct. 18-23 '52, Chicago, Attendance—1,000  
Dr. C. G. Grulee, 636 Church St., Evanston, Ill.

**Ohio Optometric Assn.**

Oct. 19-20 '52, Toledo, Ohio, Attend.—450  
Dr. H. G. Mote, 8 E. Long St., Columbus, Ohio

**New York State Nurses Assn.**

Oct. 19-24 '52, New York, Attend.—1,200  
Steven K. Herlitz, ex. mgr., 280 Madison Ave., New York, N. Y.

**American Dietetic Association**

Oct. 21-24 '52, Minneapolis, Attendance—9,000  
M. L. Egeberg, 620 N. Michigan Ave., Chicago, Ill.

**National Gastroenterological Association**

Oct. 21-24 '52, New York, Attendance—600  
Steven K. Herlitz, 280 Madison Ave., New York 16, N. Y.

**Montreal Dental Club**

Oct. 22-24 '52, Montreal, Que., Attend.—500  
Dr. Roger E. McMahan, sec., 1414 Drummond St., Montreal, Que.

**San Francisco Heart Disease Assn.**

Oct. 22-25 '52, San Francisco, Attend.—200  
Miss Gladys T. Daniloff, exec. sec., 604 Mission St., San Francisco, Calif.

**American Podiatry Council**

Oct. 26 '52, New York  
Dr. L. J. Friedman, chairman ex., 1186 Broadway, New York, N. Y.

**Oklahoma City Clinical Society**

Oct. 26-29 '52, Oklahoma City  
Mrs. M. R. Waller, executive secretary, 512 Medical Arts Building, Oklahoma City, Okla.

**American College of Osteopathic Surgeons**

Oct. 26-30 '52, Columbus, Ohio, Attendance—800  
Steven K. Herlitz, convention manager, 280 Madison Ave., New York 16, N. Y.

**Ontario Hospital Assn.**

Oct. 27-29 '52, Toronto, Attend.—2,000  
Arthur J. Swanson, 135 St. Clair Ave. W., Toronto, Ont.

**Omaha Midwest Clinical Society**

Oct. 27-31 '52, Omaha, Attend.—1,200  
Dr. D. J. Wilson, 1031 Med. Arts Bldg., Omaha 2, Nebr.

**New England Post Graduate Assembly**

Oct. 28-30 '52, Boston  
R. St. B. Boyd, 8 Fenway, Boston, Mass.

**Indiana Medical Assn.**

Oct. 28-30, Indianapolis, Attend.—2,000  
R. E. Smith, 1021 Hume Mansur Bldg., Indianapolis 4, Ind.

**Canadian Assn. of Occupational Therapy**

Nov. 1-3 '52, London, Ont., Attend.—275  
Helen LeVesconte, 331 Bloor St. W., Toronto, Ont.

**Pa. Organization for Public Health Nursing**

Nov. 5-8 '52, Philadelphia  
Alberta B. Wilson, City Co. Bldg., Pittsburgh, Pa.

**Southern Medical Assn.**

Nov. 10-13 '52, Miami, Attend.—8,000  
C. P. Loran, 1020 Empire Bldg., Birmingham 3, Ala.

**Interstate Post Graduate Medical Association of N. A.**

Nov. 10-14 '52, Cleveland, Attendance—4,000  
Dr. A. G. Sullivan, 16 N. Carrol St., Madison 3, Wis.

**American Society of Anesthesiologists Incorporated**

Nov. 11-14 '52, Philadelphia, Attendance—5,000  
J. H. Hunt, 188 W. Randolph St., Chicago 1, Ill.

**Odontological Society of Western Pa.**

Nov. 11-13 '52, Pittsburgh  
L. Waddill, 206 Jenkins Bldg., Pittsburgh 22, Pa.

**American Society of Tropical Medicine & Hygiene**

Nov. 13-15 '52, Galveston, Texas, Attend.—400  
Dr. Q. M. Geiman, 25 Shattuck St., Boston 15, Mass.

**Association of Military Surgeons of U. S.**

Nov. 16-19 '52, Washington, Attendance—1,200  
Steven K. Herlitz, exhibit manager, 280 Madison Ave., New York City 16, N. Y.

**Md.-D.C.-Del. Hospital Assn.**

Nov. 26-27 '52, Wilmington, Del., Attend.—1,000  
A. K. Parris, 14 E. Fayette St., Baltimore Md.

**American Medical Association Clinical Session**

Dec. 2-5 '52, Denver, Attendance—146,545  
Thos. R. Gardiner, business manager, 535 N. Dearborn St., Chicago 10, Ill.

**American Academy of Dermatology & Syphilology**

Dec. 6-11 '52, Chicago, Attendance—1,200  
Dr. J. E. Rauschkolb, P.O. Box 6565, Cleveland, Ohio

**Radiological Society of North America**

Dec. 7-12 '52, Cincinnati  
Dr. D. S. Childs, secretary-treasurer, 713 E. Genesee St., Syracuse, N. Y.

**Greater New York Dental Mtg.**

Dec. 8-12 '52, New York, Attend.—13,500  
Dr. K. N. Donally, Rm. 106 A, Hotel Statler, New York, N. Y.

**Metal & Metal Products****American Foundrymen's Society**

May 1-7 '52, Atlantic City, Attendance—12,000  
William W. Maloney, secretary, 616 S. Michigan Ave., Chicago, Ill.

**Industrial Finishing Exposition**

June 16-20 '52, Chicago  
Industrial Finishing Exposition, 35 E. Wacker Drive, Chicago 1, Ill.

**Association of Iron & Steel Engineers-Iron & Steel Exposition**

Sept. 30-Oct. 3 '52, Cleveland  
Albert W. Erickson, Jr., 1010 Empire Building, Pittsburgh 22, Pa.

**National Metal Congress & Exposition**

Oct. 19-23 '52, Philadelphia, Attendance—40,000  
Wm. H. Eisenman, 7301 Euclid Ave., Cleveland, Ohio

**Minerals & Mining****American Society of Lubrication Engineers**

Apr. 7-9 '52, Cleveland  
W. F. Leonard, secretary, 343 S. Dearborn St., Chicago 4, Ill.

**American Mining Congress Coal Convention**

May 5-7 '52, Cincinnati  
J. D. Conover, 1102 Ring Bldg., Washington 6, D. C.

**Music****National Association of Music Merchants**

July 28-31 '52, New York, Attendance—8,000  
W. R. Gard, 28 E. Jackson Blvd., Chicago 4, Ill.

**Office Management & Equipment****National Office Furniture Association**

Apr. 23-25 '52, Atlantic City, Attendance—2,000  
J. R. Gray, 60 E. 42nd St., New York 17, N. Y.

**National Office Management Association**

May 18-21 '52, San Francisco, Attendance—3,000  
A. C. Spangler, staff director, 172 W. Chelton Ave., Phila., Pa.



#### New York Stationery Show

May 18-23 '52, New York  
Wm. E. Little, 220 Fifth Ave., New York 1,  
N. Y.

#### Stationers Guild of Canada, Incorporated

May 25-28 '52, Winnipeg, Manitoba  
F. R. Smart, 53 Yonge St., E. Toronto 1,  
Ont.

#### National Off. Machine Dirs. Assn.

June 16-18 '52, Dallas, Attend.—750  
H. W. Mann, 1267 Wilton Pl., Los Angeles,  
Calif.

#### Natl. Stationery & Office Equipment Assn.

Oct. 4-9 '52, Chicago, Attend.—2,500  
P. E. Burbank, 740 Investment Bldg., Wash-  
ington 5, D. C.

#### National Business Show

Oct. 20-25 '52, New York, Attendance—  
100,000  
Rudolph Lang, 33 W. 42nd St., New York  
18, N. Y.

#### Paper

#### Canadian Pulp & Paper Association Tech- nical Section

June 18-20 '52, Montreal, Attendance—400  
Douglas Jones, 3420 University St., Mon-  
treal 2, Que.

#### Pharmaceutical

#### Oklahoma Pharmaceutical Association

Apr. 15-17 '52, Oklahoma City  
Ebert R. Weaver, Jr., secretary, Box 510,  
c/o Okla. Pharmaceutical Association,  
Tulsa, Okla.

#### Minnesota Pharmaceutical Association

May 4-6 '52, Minneapolis  
H. M. Moen, 1951 University Ave., St. Paul  
4, Minn.

#### Ohio State Pharmaceutical Association.

May 11-14 '52, Columbus, Ohio, Attend-  
ance—700  
J. H. Merritt, 5 E. Long St., Columbus 15,  
Ohio

#### New Hampshire Pharmaceutical Associa- tion

May 23 '52, Manchester, N. H.  
Dr. G. A. Moulton, executive secretary, 51  
Main St., Peterborough, N. H.

#### New Hampshire Pharmaceutical Assn.

Sept. 7-9 '52, Portsmouth, N. H., Attend.  
—400  
Dr. G. A. Moulton, exec. sec., 51 Main St.,  
Peterborough, N. H.

#### Photography

#### Photographers Association of America

Sept. 20-24 '52, Chicago, Attendance—4,  
500  
Harold E. Waltz, executive manager, 425  
Jefferson Ave., Toledo 4, Ohio

#### Publishing

#### National Newspaper Promotion Association

May 11-14 '52, Louisville, Ky., Attendance  
—100  
Fred Howenstine, Indianapolis Star News,  
Indianapolis, Ind.

#### American Newspaper Publishers Association Mechanical Conference

June 9-13 '52, San Francisco, Attendance—  
1,000  
V. R. Spitaleri, 370 Lexington Ave., New  
York 17, N. Y.

#### New Mexico Press Assn.

June 21-23 '52, Santa Fe, N. M., Attend.—  
200  
Keen R. Ralphy, Univ. of N. M., Albuquerque,  
N. M.

#### Radio & Television

#### Radio Parts & Electronic Equipment Shows

May 19-22 '52, Chicago, Attendance—  
9,000  
K. C. Prince, 33 N. LaSalle St., Chicago 2,  
Ill.

#### American Title Association

Sept. 7-11 '52, Washington, D. C., At-  
tendance—600  
J. E. Sheridan, 3608 Guardian Building, De-  
troit 26, Mich.

#### Real Estate

#### Texas Title Assn.

May 16-17 '52, Dallas, Attend.—225  
E. D. McCrory, 301 Esperson Bldg., Hous-  
ton, Texas

#### California State Apartment Conference

Sept. 22-24 '52, Los Angeles, Attend.—300  
P. J. O'Donovan, 3923 W. 6th St., Los  
Angeles, Calif.

#### Ohio Association of Real Estate Boards

Oct. 6-8 '52, Cleveland, Attendance—800  
LeRoy Parsons, 50 W. Broad St., Columbus  
15, Ohio

#### National Association Housing Officials

Oct. 13 '52, Buffalo  
Otto F. List, manager, 1313 East 60th St.,  
Chicago 37, Ill.

#### Science

#### Federation American Societies for Experi- mental Biology

Apr. 14-18 '52, New York, Attendance—  
5,000  
Steven K. Herlitz, exhibit manager, 280  
Madison Ave., New York 16, N. Y.

#### Pacific Division American Association for Advancement of Science

June 16-22 '52, Corvallis, Ore., Attendance  
—1,500  
Dr. R. C. Miller, California Academy  
Science, San Francisco, Calif.

#### Texas Academy of Science

Dec. 4-6 '52, Ft. Worth, Attend.—600  
Dr. W. C. Hewatt, Texas Christian Univ.,  
Ft. Worth, Texas

#### American Association for the Advancement of Science

Dec. 26-31 '52, St. Louis, Attendance—  
10,000  
Dr. R. L. Taylor, assistant secretary, 1515  
Mass Ave., N. W., Washington 5, D. C.

#### Sporting Goods & Sports

#### California Sportsmen's & Vacation Show

Apr. 10-20 '52, Los Angeles, Attendance—  
250,000  
H. Werner Buck, producer, 142 S. Fairfax,  
Los Angeles 36, Calif.

#### N. W. Sports Travel & Boat Show-Minne- apolis Retail Sports Goods

Apr. 11-20 '52, Minneapolis  
F. W. Nick Kahler, 1645 Hennepin Ave.,  
Minneapolis, Minn.

#### Syracuse Sports and Vacation Show

Apr. 12-20 '52, Syracuse  
Norm Bassett, Highbridge Road, P. O. Box  
83, Fayetteville, N. Y.

#### National Rifle Assn. of America

Aug. 18-23 '52, Jacksonville, Fla., Attend.  
—700  
F. C. Daniel, 1600 Rhode Is. Ave., N.W.,  
Washington 6, D. C.

#### Southwest Sports & Vacation Show

Apr. 18-27 '52, Dallas  
Martin P. Kelly, manager-director, First  
National Bank Building, St. Paul, Minn.

#### Manistee National Forest Festival

July 4-5 '52, Manistee, Mich.  
Manistee National Forest Festival, 411 River  
St., Manistee, Mich.

#### Western Sporting Goods Dealers Associa- tion

Nov. 10-12 '52, San Francisco, Attendance  
—1,100  
G. M. Shutt, 1 N. LaSalle St., Chicago 2,  
Ill.

#### American Football Coaches Assn.

Jan. 7-9 '53, Washington, Attend.—950  
D. O. McLaughry, Dartmouth College, Han-  
over, N. H.

#### National Sporting Goods Assn.

Jan. 25-28 '53, New York, Attend.—6,000  
G. M. Shutt, 1 N. LaSalle St., Chicago 2,  
Ill.

#### Golf Course Superintendents Assn. of America

Feb. 8-13 '53, Atlantic City, Attend.—700  
Agar M. Brown, Box 106, St. Charles, Ill.

#### Tobacco

#### National Association of Tobacco Distribu- tors

Apr. 21-24 '52, Chicago, Attendance—10,  
000  
Joseph Koldny, 200 5th Ave., New York,  
N. Y.

#### Ohio Assn. Tobacco Distributors

Oct. 16-18 '52, Columbus, Ohio, Attend.—  
785  
J. Ollendorf, 101 N. High St., Columbus, O.

#### Transportation & Travel

#### Texas Motor Transportation Association

June 5-7 '52, Corpus Christi, Texas, At-  
tendance—500  
Charles M. Ogle, assistant-executive-di-  
rector, P. O. Box 92, Austin, Texas

#### Railway Supply Manufacturers Association

June 21-26 '52, Atlantic City, Attendance  
—7,000  
A. W. Brown, secretary, 60 E. 42nd St.,  
New York 17, N. Y.

#### Mississippi Transport Assn.

Aug. 30-Sept. 2 '52, Biloxi, Miss., Attend.  
—400  
C. R. Bradley, Box 447, Jackson, Miss.

#### Allied Railway Supply Assn.

Sept. 15-17 '52, Chicago, Attend.—4,000  
Charles F. Weil, 109 N. Wabash Ave., Chi-  
cago 2, Ill.

#### Assn. of Amer. R.R., Elec. Sect. of Eng. & Mechanical Div.

Sept. 15-17 '52, Chicago, Attend.—1,000  
S. W. Marras, 59 E. Van Buren St., Chi-  
cago, Ill.

#### International Taxicab Show

Sept. 4-6 '52, Chicago  
C. Franklin Smith, executive secretary, 4415  
N. California Ave., Chicago 25, Ill.

#### American Transit Assn.

Sept. 20-24 '52, Atlantic City, Attend.—  
2,000  
Fred C. J. Dell, dir. of exh., 292 Madison  
Ave., New York, N. Y.

#### Amer. Merchant Marine Conf.

Oct. 6-11 '52, Los Angeles, Attend.—1,500  
H. J. Harding, 17 Battery Place, New York  
4, N. Y.

Natl. Defense Transportation Assn.  
Oct. 27-29 '52, New York, Attend.—500  
Lois Casavant, 930 F. St., Washington,  
D. C.

#### Utilities

National Joint Conference of Election &  
Gas Utility Accountants  
Apr. 7-9 '52, New York, Attendance—1,000  
H. C. Hasbrouck, accounting director, 420  
Lexington Ave., Rm. 2632, New York 17, N.  
Y.

American Water Works Assn.  
May 4-9 '52, Kansas City, Mo., Attend.—  
1,500  
H. E. Jordan, 500 5th Ave., New York, N. Y.

American Water Works Missouri Section  
Sept. 21-23, '52, Jefferson City, Mo., Attend.  
—250  
Warren A. Kramer, State Office Bldg., Jef-  
ferson City, Mo.

Federation of Sewage and Industrial  
Wastes Assn.  
Oct. 6-9 '52, New York, Attend.—1,000  
W. H. Wisely, 325 Illinois Bldg., Cham-  
paign, Ill.

American Water Works Assn., S.W. Sect.  
Oct. 12-15 '52, Tulsa, Okla., Attend.—700  
L. A. Jackson, Water Dept., Little Rock,  
Ark.

New England Water Works Assn.  
Sept. 8-10 '52, Groton, Conn., Attend.—600  
J. C. Knox, 73 Tremont St., Boston, Mass.

National Association of Soft Water Serv-  
ice Operators  
Sept. 17-19 '52, Chicago  
G. W. Bostrom, 111 W. Washington St.,  
Chicago, Ill.

American Gas Association  
Oct. 27-30 '52, Atlantic City, Attend.—  
6,000  
Kurwin Boyes, secretary, 420 Lexington  
Ave., New York 17, N. Y.

American Water Works Association Cali-  
fornia Section  
Oct. 28-31 '52, Pasadena, Calif., Attend-  
ance—1,100  
A. R. Houseman, 907 Monadnock Building,  
San Francisco, Calif.

Colorado Water Well Drillers Association  
Nov. 1-3 '52, Denver, Attendance—350  
L. G. Oliver, 603 8th St., Greeley, Colo.  
Oct. 27-30 '52, Atlantic City, Attendance  
—6,000

#### Veterinary

Indiana Veterinary Medical Assn.  
Jan. 14-16 '53, Indianapolis  
W. Garverick, Zionsville, Ind.

Animal Health Institute  
Apr. 23-25 '52, Chicago  
Dr. D. L. Brunner, executive-secretary, 842  
Des Moines Building, Des Moines 9, Iowa

American Animal Hospital Association  
Apr. 30-May 3 '52, Pasadena, Calif., At-  
tendance—500  
Dr. W. H. Riser, executive secretary, 5335  
Touhey Ave., Shokie Ill.

American Veterinary Medical Association &  
Auxiliary  
June 22-27 '52, Atlantic City, Attendance  
—2,500  
J. G. Hardenbergh, director, 600 S. Michi-  
gan Ave., Chicago 5, Ill.

Minn. Veterinary Medical Society  
Jan. 26-28 '53, Minneapolis, Attend.—500  
Dr. B. S. Pomeroy, Univ. of Minn., St. Paul,  
Minn.

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